



Client Advisory Services: Strategies for Providing Collaborative Bookkeeping and Accounting Services

Randy Johnston

Course # 6161270, Version 1707, 2 CPE Credits

your self-study.
your way.

Course CPE Information

Course Expiration Date

Per AICPA and NASBA Standards (S9-06), QAS Self-Study courses must include an expiration date that is *no longer than one year from the date of purchase or enrollment*.

Field of Study

Business Management and Organization. Some state boards may count credits under different categories—check with your state board for more information.

Course Level

Overview.

Prerequisites

There are no prerequisites.

Advance Preparation

None.

Course Description

Providing higher value added services through collaborative bookkeeping and accounting services is a valuable client advisory service. Learn strategies to run a successful practice, understand how to staff appropriately, and review what services you should avoid. In addition, you will understand how to deliver excellent service by providing what clients value. In this course, you will also discover a variety of accounting software and cloud-base solutions to increase your efficiency when working with clients.

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Review questions and final exam © Copyright Western CPE 2016

Publication/Revision Date

July 2017

Instructional Design

This Self-Study course is designed to lead you through a learning process using instructional methods that will help you achieve the stated learning objectives. You will be provided with course objectives and presented with comprehensive information and facts demonstrated in exhibits and/or case studies. Review questions will allow you to check your understanding of the material, and a qualified assessment will test your mastery of the course.

Please familiarize yourself with the following instructional features to ensure your success in achieving the learning objectives.

Course CPE Information

The preceding section, “Course CPE Information,” details important information regarding CPE. If you skipped over that section, please go back and review the information now to ensure you are prepared to complete this course successfully.

Table of Contents

The table of contents allows you to quickly navigate to specific sections of the course.

Learning Objectives and Content

Learning objectives clearly define the knowledge, skills, or abilities you will gain by completing the course. Throughout the course content, you will find various instructional methods to help you achieve the learning objectives, such as examples, case studies, charts, diagrams, and explanations. Please pay special attention to these instructional methods, as they will help you achieve the stated learning objectives.

Review Questions

The review questions accompanying this course are designed to assist you in achieving the course learning objectives. The review section is not graded; do not submit it in place of your qualified assessment. While completing the review questions, it may be helpful to study any unfamiliar terms in the glossary in addition to course content. After completing the review questions, proceed to the review question answers and rationales.

Review Question Answers and Rationales

Review question answer choices are accompanied by unique, logical reasoning (rationales) as to why an answer is correct or incorrect. Evaluative feedback to incorrect responses and reinforcement feedback to correct responses are both provided.

Glossary

The glossary defines key terms. Please review the definition of any words you are not familiar with.

Index

The index allows you to quickly locate key terms or concepts as you progress through the instructional material.

Qualified Assessment

Qualified assessments measure (1) the extent to which the learning objectives have been met and (2) that you have gained the knowledge, skills, or abilities clearly defined by the learning objectives for each section of the course. Unless otherwise noted, you are required to earn a minimum score of 70% to pass a course. If you do not pass on your first attempt, please review the learning objectives, instructional materials, and review questions and answers before attempting to retake the qualified assessment to ensure all learning objectives have been successfully completed.

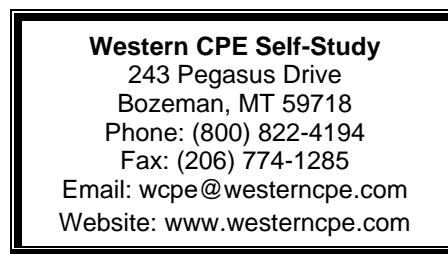
Answer Sheet

Feel free to fill the Answer Sheet out as you go over the course. To enter your answers online, follow these steps:

1. Go to www.westerncpe.com.
2. Log in with your username and password.
3. At the top right side of your screen, hover over “My Account” and click “My CPE.”
4. Click on the big orange button that says “View All Courses.”
5. Click on the appropriate course title.
6. Click on the blue wording that says “Qualified Assessment.”
7. Click on “Attempt assessment now.”

Evaluation

Upon successful completion of your online assessment, we ask that you complete an online course evaluation. Your feedback is a vital component in our future course development.



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Learning Objectives

Learning Objectives

Upon successful completion of this course, participants will be able to:

- Cite service opportunities for clients that your firm can provide.
- Identify how collaborative accounting changes accounting procedures and processes, and how it potentially improves efficiency and accuracy.
- Recognize services, pricing, and delivery that drive client value.

PowerPoint Slides



Client Advisory Services: Strategies for Providing Collaborative Bookkeeping and Accounting Services



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Exec VP, K2 Enterprises



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How Do You Manage Deadline-Based Work, Engagements, and Projects?

CHOOSING THE RIGHT STRATEGY AFFECTS CLIENT SATISFACTION



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What About Randy?

- Inducted Accounting Hall of Fame, Feb 2011
- 2004-2015 Accounting Today 100 Most Influential in Accounting for twelve years
- Top 25 Thought Leader 2011-2016
- 40+ years of technology experience
- Author of articles on Technology including a monthly column in CPA Practice Advisor
- Top rated speaker for over 30 years
- Published author of six books
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- 620-664-6000 x 112

CPA Practice Advisor
2015
TOP 25
THOUGHT LEADER

INSIDE THE ACCOUNTING
2014 MOST
RECOMMENDED
CONSULTANTS
100 2014
Most Influential People

CPA Practice Advisor
2011
FAME
HALL OF FAME



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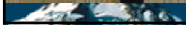
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What About NMGI?



- **CRN top 100** technology company
- **MSPMentor top 100** company
- **NetCare** – National CPA support services
- **NetRescue and NetStore** – Backup Appliances and web-based backup
- **Boutique Technology and Business Continuity consulting** – CPA Firm Technology Assessments, Paperless, Accounting Software Selection (ERP, BI, HR, SaaS, CRM)
- **WebCare and NetHosting** – Custom Web site and Cloud services



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About K2 Enterprises

- Provides live and on-demand Continuing Professional Education (CPE) in 48 US states and in Canada
- Largest provider of technology-focused CPE for accountants and financial professionals in North America
- Services Offered
 - Live in-person presentations (conferences & seminars)
 - Webinars
 - On-site training
 - On demand self study materials
- www.k2e.com for more information



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K2 Enterprises Web Sites

- www.k2e.com - CPE Info
- www.CPAFirmTech.com – CPA Firm Info
- www.AccountingSoftwareWorld.com – Accounting Software Info
- www.TotallyPaperless.com – Paperless Info
- <https://www.youtube.com/user/K2Enterprises> - The K2 Enterprises YouTube channel with over 160 free technology training videos



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Learning Objectives

Upon completing this session, participants should be able to:

- List service opportunities for clients that your firm can provide
- Define “collaborative accounting,” how it changes accounting procedures and processes, and how it potentially improves efficiency and accuracy
- Differentiate services, pricing, and delivery that drive client value



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Compliance Will Survive

A VALUE-ADDED SERVICE



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Changes in the Landscape

- Many new startup businesses
- Small business owners not seeing the ROI from doing their own accounting
 - Spouse frequently the bookkeeper
 - Cost of software
 - Time involved
- Compliance complexity greater
- Bank and credit card feeds more automated
- Owners want more direct control
- SaaS products getting stronger
- Desire to work from multiple locations and devices
- Accountant desire to minimize time wasted and perform higher value work



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What Are Your Options?

- Stick with tax and audit compliance, business advisory services/do nothing
- Choose non-traditional accounting services
 - Wealth management
 - Litigation support
 - Valuation
 - Others
- Add an additional accounting service
 - Collaborative accounting
 - Financial reporting
 - Budgeting
 - Payroll
 - HR



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What Are The Benefits of Adding Accounting Services?

- Greater client value and control
- Recurring revenue with services paid in advance, no billing with ACH entries
- Greater value of your practice
- Ability to employ and use less expensive people
- Easier integration of business tax since trial balance will be complete and accurate



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What Are Some Disadvantages of Adding Accounting Services?

- More work year round
- Deadlines that have to be met, particularly if payroll is offered
- Manage more people
- More business development work
- May be excluded from attest work
- Ongoing cost of software tools

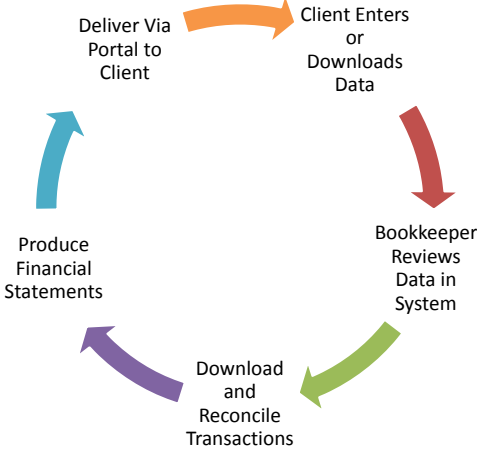


What's the Model? In A Nutshell...

- Collaborative accounting with the client
 - Either using Software as a Service (SaaS) products or hosting a traditional product
 - Client does some portion of the work or approvals
 - Taking advantage of automated bank and credit card feeds
 - Automated delivery of reports through portals
- Limited offering that is priced at a flat rate, but chosen ala carte
 - Usually includes a business tax return
 - Consistent financial reporting
 - All hours for standard accounting and questions included “value billing”
 - Value added services like HR and PR may cost more
- Using lower-cost people, often non-certified people



Think of It Like This



And the Fact of the Matter Is That Most Clients See This



Service Model Includes a Menu of Services

Desired	Service	Cost	Annual Price
X	Monthly financials	550=5*50	6,000
X	Financial statement review	300=1*300	3,600
X	Advisory services	300=1*300	3,600
	Budgeting	800=16*50	1,600
X	Weekly payroll	100=10*10	5,200
X	W2	200=20*10	200
	Human resources management/recruitment	400=4*100	800
X	Tax return	1600=8*200	1,600
		Annual hrs=145	20,200
	Monthly charge for total services desired	Rate/hr=\$206.90	\$30,000/12=2,500

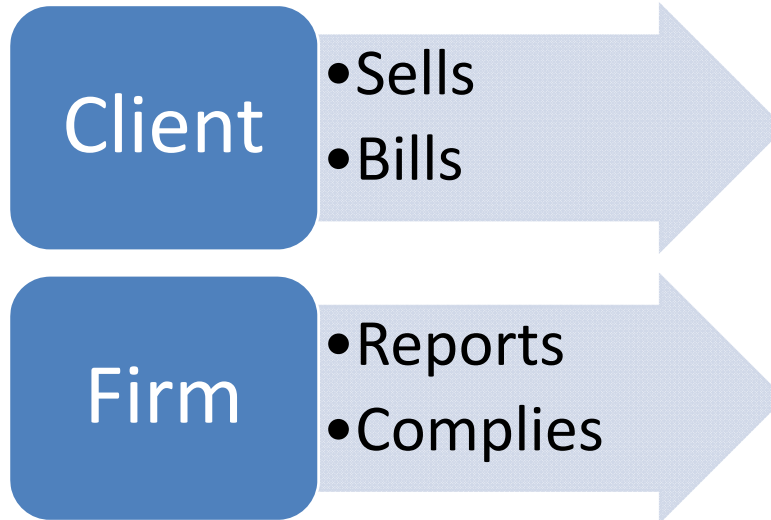


Financially, These Clients Can Be Attractive

Clients	Service	Hours	Monthl	Annual	Staff
100	Accounting	84	\$ 2,000	\$ 2,400,000	5.25
25	Payroll-Semi-Monthly	48	\$ 200	\$ 60,000	0.75
50	Payroll-Weekly	52	\$ 800	\$ 480,000	1.63
100	Tax Returns	16	\$ 133	\$ 160,000	1.00
1	Administrative	1600		\$ -	1.00
Total				\$ 3,100,000	9.63
	Software			\$ 35,000	
	Technology			\$ 60,000	
	Compensation & Benefits			\$ 1,496,250	
	Office Overhead			\$ 96,000	
	Total Costs			\$ 1,687,250	
	Net Profit			\$ 1,412,750	



You Become the Client's Controller or CFO



Seven Steps to Success (SSS)

- Business model decision
- Resource gathering
- Educate
- Add clients - test market
- Determine - improve process
- Get clients - business development
- Operationalize

- BREADGO



Business-Model Decision

- What do you want the firm to be?
 - Billable hours/flat rate
 - Professionals or bookkeepers
 - Niche or vertical (healthcare, veterinarian, restaurants, manufacturing)
- What things are doing that you should stop?
- Client services
 - Accounting and financials
 - Bill payment
 - Dashboards and business management
 - Payroll or not
 - HR
 - Budgeting



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Resource Gathering

- Visionary Sources
 - Enlightened Accountant – Rick Solomon
 - Blumer CPAs Strategic University – Jason Blumer
 - Accountant's Accelerator – Sandi Leyva
 - 2020 Group USA – Chris Frederiksen
- Operational Sources
 - AICPA PCPS
 - Vendors – Intuit, Xero, FreshBooks
 - RootWorks/Payroll Vault – Thomson approach
 - Institute for Certified Bookkeepers
- Choose one model or develop your own ideas



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Educate

- Business strategy
- Tools
- Procedures/workflow
- Marketing
- Client relationships



Add Clients – Test Market

- Ask for information gathering meeting
 - Physically walk through business
 - Logically walk through business
 - Determine what client pain points are
 - Thank them for their time
- Reflect on what you have learned
 - Summarize in simple documents
 - Identify what you can do and what others should do
- Return with analysis of areas of opportunity
 - Explain basic findings and leave behind simple documents
 - Suggest where you can help—including outsourcing
 - Remember, you won't win them all, and that's OK



Determine – Improve Process

- Look for areas of improvement
 - Documents not arriving on time
 - Steps that are repeated
 - Inefficiencies
- Look at process maps (AS IS)
 - Determine new TO BE
 - Educate users
- Make small changes thoughtfully
- Make large changes with group discussion and decisions



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Get Clients – Business Development

- All out business development
 - Marketing- social media, information gathering meetings, mail
 - Referral business
 - Everyone in the firm- consider paying first month referral fees
- Careful on-boarding process
 - Communicate external/internal
 - More time initially
- Will need to be ready to
 - Hire new people
 - Resolve client issues
 - Address operational issues



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Operationalize

- Refine workflow
 - At least semi-annual, but expect quarterly revisions initially
 - Minor steps
 - Occasionally major
- Reflect
 - What's working, what's not
 - Better marketing, client service, team experience
 - Service offerings
- Resolve
 - Improvements
 - Advice



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Seven Steps to Success (SSS)

- Business model decision
- Resource gathering
- Educate
- Add clients - test market
- Determine - Improve process
- Get clients - business development
- Operationalize

- BREADGO



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Background Needed

- Varies with your skillset
- You won't learn it all at once
- You already know much of what is needed
- Possible topics:
 - Workflow to benefit your firm and clients
 - Accounting software - revolutionizing small business accounting
 - Cloud strategies - risks and rewards of hosted, on-premise, and hybrid solutions
 - Bill payment
 - Payroll
 - Consultative selling
 - More



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Tools Needed

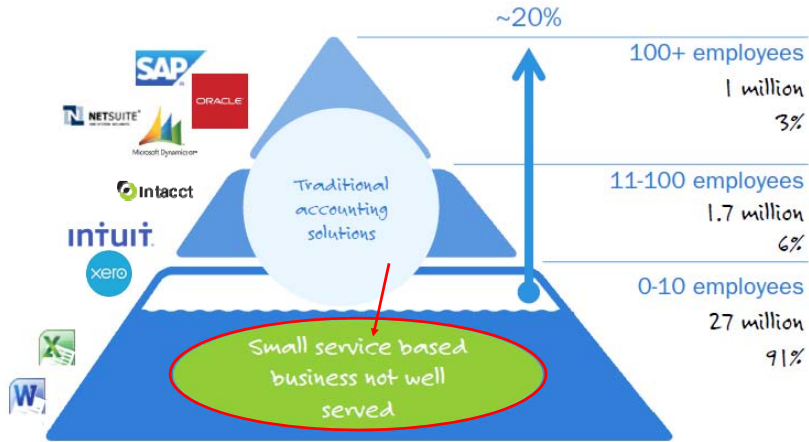
- Varies with your offering
- Keep it simple
- Use fewer vendors
- Possible solutions:
 - Accounting power and payroll relief
 - QuickBooks Online and Intuit Payroll
 - Hosted QuickBooks desktop
 - Intacct
 - Xero
 - Freshbooks, SageOne, Wave
 - Thomson Accounting CS and CS Payroll
 - Bill.com
 - More



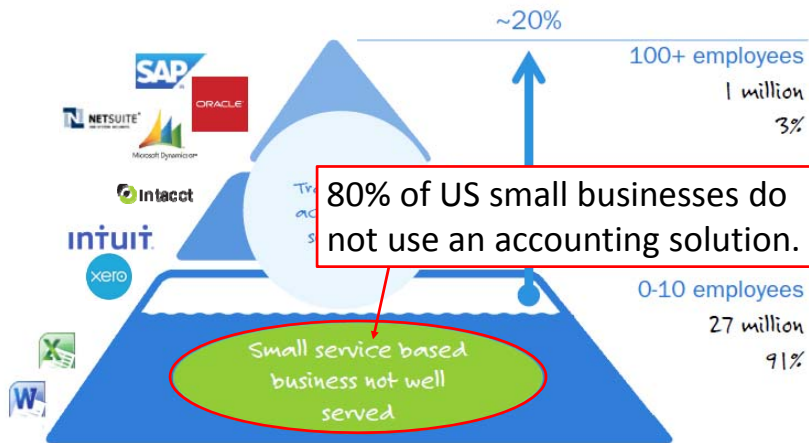
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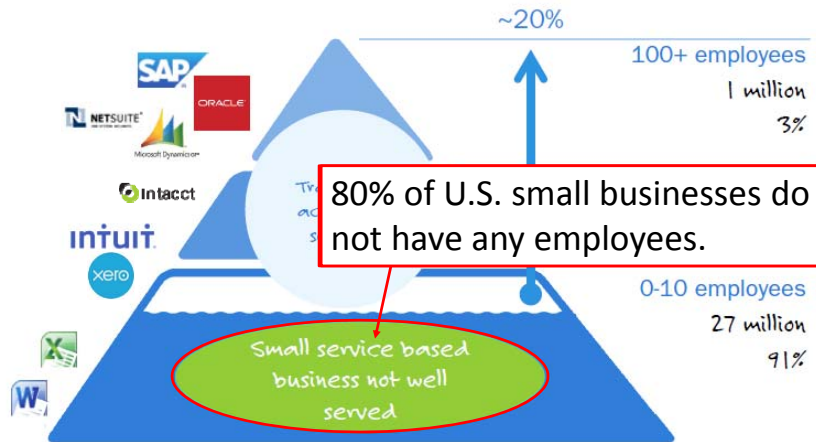
Competitive Landscape Redux



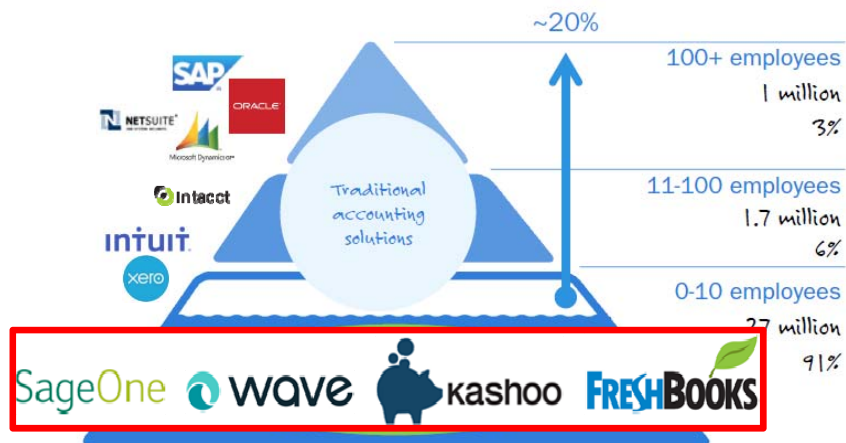
Competitive Landscape Redux



Competitive Landscape Redux

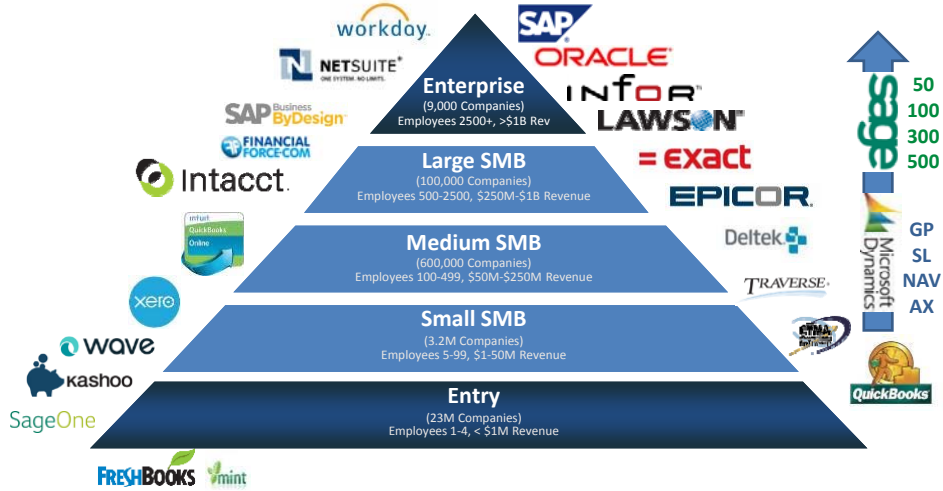


Cloud Solutions Fill This Space



Competitive Landscape

Cloud vs. Traditional On-Premise



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Market Adoption of SaaS Accounting for Microbusinesses

Product	Company/User Counts	Source
QuickBooks Online	1,159,000 paying companies globally (217,000 are outside of US)	Intuit Q1 FY16 Fact Sheet, 11/2015 Intuit Q1 FY16 Earnings Call Script, 11/2015
Xero	593,000 global (9/30/2015) 47,000 N. Am (9/30/2015)	Xero Mid-year Investor Briefing (9/30/2015)
FreshBooks**	5MM users of ecosystem**	www.freshbooks.com/about (2/21/2015)
Wave	1MM businesses, adding 10K/week (note number of companies, pace of growth is similar to Intuit's QBO growth), 2.5MM in ecosystem	http://bit.ly/wave20150512 (5/12/2015)
Sage One	173,000 globally, 92,000 in UK/Ireland	The Sage Group 2015 Year End Investor Presentation (12/2/2015)
Kashoo	150,000 companies	www.Kashoo.com/about (2/21/2015)
QuickBooks Self Employed	35,000 users as of 10/2015, up from 25,000 at 7/2015, 15,000 users at 4/15 and 5K at 1/15	Intuit Q1 FY16 Earnings Call Script, 11/2015

** Definition of users includes all named users as well as customers who retrieve invoices online.

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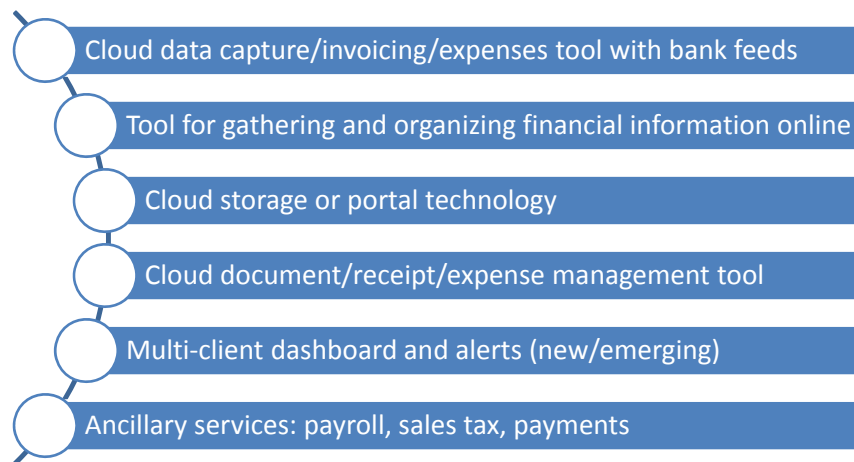
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Solving the Shoebox

- Most firms have 5-10% of clients who bring a “shoebox” full of documents to their accountant
- In v1, we scanned and organized these documents into a bookmarked PDF
- In v2, we imported the data
- In v3, we get the client cloud services so we don’t have to deal with most of the paper in the first place



Solving the Shoebox



Cloud-Based Data Capture/Invoicing/Expense Management Tools

- Less comprehensive than full accounting software, usually handle invoicing, expenses
- Most integrate with accounting firm tools
- Designed for end users, some are not “double entry”
- Automatically import transactions from most banks and credit card companies
- Wide range of solutions available for individuals and small businesses of many sizes
- Some examples include FreshBooks, SageOne, QB Online SimpleStart, Wave Accounting, Kashoo, Mint, Xero, Harvest, Accounting Power, Accounting CS



Examples of Expense Management Software

- Tallie
- Expensify
- Concur
- Features
 - Capture receipt
 - OCR
 - Interface to accounting software
 - Mobile
 - Browser based
 - Approval process



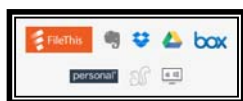
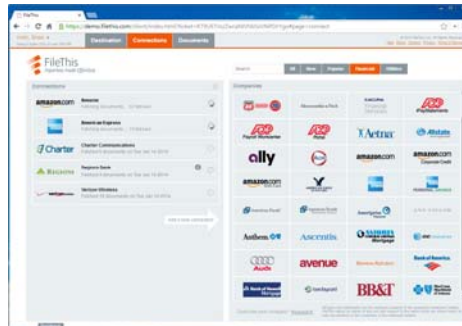
Tools for Gathering and Organizing Financial Information Online

- Emerging category of tools to help solve the shoebox/paper records dilemma
- Some securely log in and download statements to cloud portal or storage periodically (FileThis, HubDoc)
- Neat Connect network scanner allows remote scanning, online organization of documents from anywhere
- Most payroll services providing employee portals where pay stubs and W-2 can be downloaded



FileThis.com Automatic Statement Retrieval and Storage

- Online app
- Gets statements online from vendors
- Works with Cloud storage tools
- New Accountant Toolset



HubDoc

- New service to address needs of firms to gather data for “shoebox clients”
- Retrieves statements from banks and service providers, then uses OCR to extract meaningful information from the statements
- Also uses Yodlee to download transactions and images of checks from financial institutions
- Uploads images to HubDoc storage, can also upload statements to Xero and QBO, check images to QBO
- Creates transactions in Xero or QBO from data gathered by their solution



Hubdoc Welcome Screen

Hubdoc

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Accounts K2 Enterprises

Docs

SanTrust Account: XXXXXXXX - 7009 Date: Sep 23, 2014

GoDaddy Account: XXX0780 Bill Date: Nov 6, 2014 \$74.99

American Express (USA) Account: 9-02004 Bill Date: Oct 29, 2014 \$8,363.32 Due: Nov 23, 2014

Bank of America Account: Regular Checking - 8550 Date: Oct 26, 2014

GoDaddy Account: XXX0780 Bill Date: Oct 12, 2014 \$166.86

Concast Account: XXXXXXXXXX00004132 Bill Date: Sep 22, 2014 \$252.09

TD Canada Trust Account: TD ALL-INCLUSIVE B... Date: Sep 22, 2014

Taxes 2014 (3)

Hello Brian

Import

Sync + Share

Add Account Deposit & Receipt Use Mobile App Connect to Xero Link Bookkeeper Backup to Box Export to CSV

Notifications

Summary

Active Accounts	Current Balance	Amount Due	Due Date	Last Doc Fetched	Update
American Express (USA)		\$8,363.32	Nov 23, 2014	Nov 1, 2014	C
Bank of America	\$4,700.03 Last updated: 17 hours ago	N/A	N/A	Oct 30, 2014	C
Concast		\$252.09	N/A	Oct 20, 2014	C



Bank Statement Fetched Automatically

The screenshot shows the Hubdoc interface with a document list on the left and a selected bank statement on the right. The document list includes various bank statements from TD Canada Trust and other financial institutions. The selected document is a bank statement for TD Canada Trust, dated Sep 30, 2014. The statement details include the account number 1194 9512-5243588 and a balance of 4,488.89. The transactions table shows a deposit of 791.00 and a debit of 10.80.

DESCRIPTION	CHEQUE/DEBIT	DEPOSIT/CREDIT	DATE	BALANCE
BALANCE FORWARD			09/30/14	3,715.19
TD ATM REP FEE			09/30/14	2,498.44
MAINTENANCE CHARGE	10.80		09/30/14	4,488.89



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Retrieve Check Image from Bank

The screenshot shows the Hubdoc interface with a document list on the left and a selected check image on the right. The document list includes various bank statements and checks from TD Canada Trust and other financial institutions. The selected document is a check from TD Canada Trust, dated Sep 08, 2014, for an amount of \$70.00. The check is payable to Toronto Beaches Laundrette Club. The check number is 000000072 and the account number is 251304.



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Sage View

- New dashboard portal for accounting professionals
- Aggregates statistics across multiple clients
- Currently pulls data from Sage One, Sage 50 US, and QuickBooks Desktop (Pro, Premier, and Enterprise), more products coming soon
- Provides secure data platform and analytics engine for computing and presenting daily, weekly, monthly, quarterly, and annual stats to accountants and their clients through a secure portal
- Analytics can be consumed on tablets as well



Sage View Multi-Client Dashboard

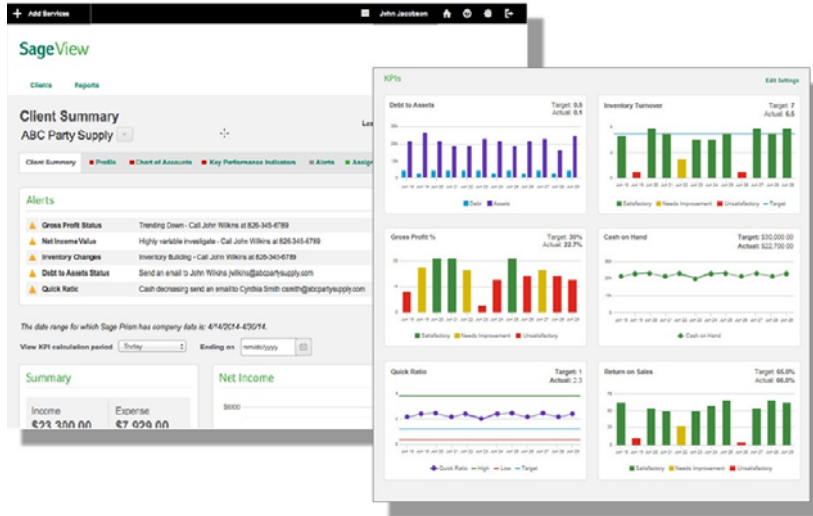
The screenshot displays the Sage View Multi-Client Dashboard. The main view is a table of clients with various financial metrics. The table includes columns for Client Company, Debt Ratio, Gross Profit%, Debt to Assets, Return on Assets, Inventory Turnover, Status, and Date as of. The data is as of 4/30/2016.

Client Company	Debt Ratio	Gross Profit%	Debt to Assets	Return on Assets	Inventory Turnover	Status	Date as of	Alerts
ABC Party Supply	2.3	22.7%	0.1	7%	6.0	Mapping required	4/30/2016	2
Banley Bros	2	10.45%	0.2	6%	5.5	Data refresh successful	4/30/2016	2
BBAC	1	32%	0.6	NA	6.0	Calculating	4/30/2016	2
Cyber Creative	X	X	X	X	X	Set up required	4/30/2016	2
David's Hair Salon	X	X	X	X	X	Cancelled	4/30/2016	2
Youth Shelter	X	X	X	X	X	Confirmation required	4/30/2016	2
Kitchen Delight	X	X	X	X	X	Initial setup pending	4/30/2016	2

Legend: Satisfactory (green), Needs improvement (yellow), Unsatisfactory (red), N/A Not applicable (grey), X Data not available (grey).



Sage View Client-Specific Dashboard



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Sage View Pricing

Sage View

[Overview](#) [Benefits](#) [Pricing](#) [Resources & Support](#) [View More Sage Accountant Solutions](#)



What's Included:

5 client business connections*	✓
Unlimited access to phone support	✓
Product enhancements and new features as they become available	✓
Designated support team	✓
Price	\$79/month



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Cloud Document Storage/Portals

- [ShareFile for Accountants](#)
- [NetClient CS](#) and [NetClient CS Mobile App](#)
- [FreshBooks](#)
- [Box.com](#)
- [Microsoft OneDrive for Business](#)
- [Wave Receipts](#)
- [Neat Cloud](#)
- [Google Drive for Business](#)
- [SmartVault](#)



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Introducing a whole new way to get organized! NeatConnect transforms paper into digital files and sends them straight to the cloud - without a computer. From any room in your house, or any spot in the office, NeatConnect's Wi-Fi compatibility and touchscreen interface make scanning your important information fast and easy.

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TOOLS FOR PUBLIC ACCOUNTANTS



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Tools for Public Accountants: Accounting Firms

- AccountantsWorld PowerPractice
- QuickBooks Online for Accountants
- Intacct Accountant Program
- Xero Accountant Tools
- Sage View



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Tools for Public Accountants: Programs for Accounting Professionals

- QBO Cloud ProAdvisor Program and Certification
- Wave Pro Network
- Xero Partner Network and Certification
- Kashoo MVP Program
- Freshbooks Certified Beancounter Program
- Intacct Accountant Program
- Sage Accountants Network for SageOne



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Tools for Public Accountants: Training and Certification – QuickBooks

- Regular QB – 16 hours web-based training, test.
- QB Enterprise – Curriculum (but no required training), test.
- QuickBooks Online – Some limited training, exam on QuickBooks Online Topics
- Advanced ProAdvisor – No required training, but exam takes hours to complete, requires practical experience. Must have certification in last three years of QB to earn.



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Tools for Public Accountants: Training and Certification – Xero and SageOne

- Xero Certified Advisor
 - 8 hour in-person training, examination
 - Web-based version of certification training was announced in early September, but it is not clear that it has launched as of today
- Sage Certifications
 - Expected any time for SageOne, but not available at this time



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Tools for Public Accountants: Training and Certification – Other Programs

The remaining solutions offer some training, but do not currently test applicants to verify learning

- Wave Pro Network
- Kashoo MVP Program
- FreshBooks Certified Beancounter Program
- Intacct



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Tools for Public Accountants: Training and Certification – Miscellaneous

- All applications offer some type of web-based or YouTube based training; some offer or require structured training either online or with an in-person trainer
- Many also offer programs for VARs who serve as software (but usually not accounting) consultants for products, the same way some sell and support on-premises mid-market applications today
 - Intacct VAR program
 - Intuit Solution Provider Program
 - Acumatica
 - SAP ByD
 - NetSuite



Conclusions

- The tools exist to automate much of the “grunt work” in bookkeeping
 - Import of transactions from banks/credit card companies
 - Document gathering/filing tools like FileThis Fetch, Hubdoc
 - Xero, QBO using rules/patterns to auto-classify transactions
 - Recording recurring transactions in almost every application
 - Automatically running and transmitting bundles of reports
 - Multi-client and multi-platform reporting is available with Sage View and other tools
 - Data cleanup tools are available in QBOA



Conclusions

- Desktop software still leads cloud by 2.5-3:1, so while cloud is interesting, it's still not completely mainstream
- The cloud tools are generally not as robust as the desktop tools due to their lack of maturity and small user base
- Why wouldn't you stage an intervention every time you receive a shoebox?
- Why wouldn't you think about setting up as a "digital concierge" to make these tools work for clients, and then monetize this expertise monthly by working on their projects and doing management accounting?
- Wouldn't you rather make higher level problems go away for clients rather than just enter data and report new ones?



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Thanks for Being Here!

Client Advisory Services: Strategies for Providing Collaborative Bookkeeping and Accounting Services



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Randy Johnston, M.C.S.
CEO, Network Management Group, Inc.
Exec VP, K2 Enterprises



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Review Questions

The review questions accompanying this course are designed to assist you in achieving the course learning objectives. The review section is not graded; do not submit it in place of your final exam. While completing the review questions, it may be helpful to study any unfamiliar terms in the glossary in addition to course content. After completing the review questions, proceed to the review question answers and rationales.

1. Which is a non-traditional accounting service that accounting firms can provide?
 - a. Budgeting.
 - b. Litigation support.
 - c. Payroll.
 - d. Tax preparation.

2. Which of the following is an advantage to adding accounting services to your firm?
 - a. You will have more work year round.
 - b. You will have more people to manage.
 - c. You will be able to use less expensive employees.
 - d. You may be excluded from attest work.

3. Of the seven steps to success in collaborative accounting services, which step involves hiring new people for anticipated new business?
 - a. Resource gathering.
 - b. Educate.
 - c. Get clients—business development.
 - d. Operationalize.

4. Which of the following provides an accountant the most automated solution to eliminate paper documents provided by the client?
 - a. The client brings the documents in a shoebox for the accountant to sort.
 - b. The accountant scans and organizes the client documents into a bookmarked PDF.
 - c. The accountant imports the data from a client provided USB drive.
 - d. The accountant provides cloud services with client portals through which documents can be uploaded.

5. Which of the following is accurate regarding tools for gathering and organizing financial information online?
 - a. These tools, although providing some efficiencies, have yet to solve the shoebox/paper records dilemma.
 - b. Pay stubs and W-2s can be downloaded from the employee portals.
 - c. Neat Connect network scanner allows remote scanning from the accountant's office.
 - d. These tools have not adequately addressed secure login and downloading statements to cloud portals.

6. When comparing desktop software to cloud software:
 - a. Desktop software still leads cloud software in the accounting industry.
 - b. Cloud software is widely used and is mainstream in accounting firms.
 - c. Desktop tools have a small user base.
 - d. Cloud tools are highly sophisticated and as robust as desktop tools.

Review Question Answers and Rationales

Review question answer choices are accompanied by unique, logical reasoning (rationales) as to why an answer is correct or incorrect. Evaluative feedback to incorrect responses and reinforcement feedback to correct responses are both provided.

1. Which is a non-traditional accounting service that accounting firms can provide?
 - a. Budgeting. Incorrect. Budgeting is an additional accounting service that an accounting practice can add.
 - b. Litigation support. Correct. Litigation support is a non-traditional accounting service that many accounting firms now provide.**
 - c. Payroll. Incorrect. Payroll service is a service that accounting firms have traditionally provided.
 - d. Tax preparation. Incorrect. Tax preparation is a service that many accounting firms traditionally offer.

2. Which of the following is an advantage to adding accounting services to your firm?
 - a. You will have more work year round. Incorrect. Having more work year round is a disadvantage of adding accounting services.
 - b. You will have more people to manage. Incorrect. Having more people to manage can be considered a disadvantage to adding accounting services.
 - c. You will be able to use less expensive employees. Correct. This is a benefit and advantage of adding accounting services—you will be able to employ less expensive people rather than employing only certified professionals.**
 - d. You may be excluded from attest work. Incorrect. Due to the requirements of independence, a disadvantage of adding accounting services to your firm is that you may be excluded from attest work, which requires independence from the client.

3. Of the seven steps to success in collaborative accounting services, which step involves hiring new people for anticipated new business?
 - a. Resource gathering. Incorrect. Resource gathering is more of a brainstorming process wherein research reflects how you will achieve the goals of your business model.
 - b. Educate. Incorrect. This is the step to success where you educate your team and clients regarding your business strategy.
 - c. Get clients—business development. Correct. All-out business development is conducted during this step. This includes marketing and referrals that could lead to new business. You will need to hire and train new employees to service the additional business generated.**
 - d. Operationalize. Incorrect. This is the last step to success where you refine your workflow, reflect on what needs improvement, and resolve to make these improvements.

4. Which of the following provides an accountant the most automated solution to eliminate paper documents provided by the client?
- a. The client brings the documents in a shoebox for the accountant to sort. Incorrect. This is not automated and consumes huge amounts of time for the accountant sorting and organizing the documents.
 - b. The accountant scans and organizes the client documents into a bookmarked PDF. Incorrect. The accountant is spending large amounts of time organizing the client documents and scanning to a file.
 - c. The accountant imports the data from a client provided USB drive. Incorrect. While this is a bit more automated than having to sort through shoeboxes or scan documents, this is not the optimal automated solution.
 - d. **The accountant provides cloud services with client portals through which documents can be uploaded. Correct. This is the most automated solution to dealing with client documents. The client performs the work of scanning and uploading his/her documents to a secure portal.**
5. Which of the following is accurate regarding tools for gathering and organizing financial information online?
- a. These tools, although providing some efficiencies, have yet to solve the shoebox/paper records dilemma. Incorrect. These tools are designed to help solve the shoebox/paper records dilemma.
 - b. **Pay stubs and W-2s can be downloaded from the employee portals. Correct. These tools permit most payroll services providing employee portals where pay stubs and W-2s can be downloaded.**
 - c. Neat Connect network scanner allows remote scanning from the accountant's office. Incorrect. Neat Connect network scanner allows remote scanning and online of organization of documents from anywhere.
 - d. These tools have not adequately addressed secure login and downloading statements to cloud portals. Incorrect. These tools provide secure login and the availability to download statements to a cloud portal or storage.
6. When comparing desktop software to cloud software:
- a. **Desktop software still leads cloud software in the accounting industry. Correct. Desktop software still leads cloud software use.**
 - b. Cloud software is widely used and is mainstream in accounting firms. Incorrect. While cloud software is interesting, it is still not completely mainstream.
 - c. Desktop tools have a small user base. Incorrect. Desktop tools have greater maturity and a larger user base than cloud-based tools.
 - d. Cloud tools are highly sophisticated and as robust as desktop tools. Incorrect. The cloud tools are generally not as robust as the desktop tools due to their lack of maturity and small user base.

Glossary

This is a glossary of key terms with definitions. Please review any terms with which you are not familiar.

BREADGO: The acronym for seven steps to success: **B**usiness model decision, **R**esource gathering, **E**ducate, **A**dd clients-test market, **D**etermine-improve process, **G**et clients-business development, and **O**perationalize.

Cloud-based tools: Software that is cloud-based wherein data capture, invoicing, and expense management are achieved.

Collaborative accounting: The activity of one or more persons participating in the accounting function.

HubDoc: A new service designed to address the needs of firms to gather data for “shoebox” clients.

Sage View: A new dashboard portal for accounting professionals which aggregates statistics across multiple clients, and provides a secure data platform and analytics engine for computing and presenting timely statistics to accountants and their clients through a secure portal.

Software as a Service (SaaS): A software licensing and delivery model in which software is licensed on a subscription basis and is centrally hosted. It is sometimes referred to as "on-demand software.”

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Qualified Assessment

Client Advisory Services: Strategies for Providing
Collaborative Bookkeeping and Accounting Services

Course # 6161270, Version 1707

Publication/Revision Date:

July 2017

Course Expiration Date

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1. The collaborative accounting model includes:
 - a. Using only Software as a Service products.
 - b. The accounting firm, rather than the client, performing all of the work.
 - c. Secure delivery of documents by mail.
 - d. Taking advantage of automated bank and credit card fees.

2. One client should not make up _____ of your revenue.
 - a. 5%.
 - b. 10%.
 - c. 15%.
 - d. 20%.

3. A review of the business model processes should be conducted every:
 - a. Week.
 - b. Month.
 - c. Six months.
 - d. Year.

4. Of the many client services you can offer, which is typically the most profitable?
 - a. Payroll services.
 - b. Dashboards.
 - c. Management advice.
 - d. Budgeting.

5. In the seven steps to success of implementing collaborative accounting services, which action would be included in the “determine—improve process” step?
 - a. Ask for information gathering meetings with your clients.
 - b. Determine new “to be” process maps.
 - c. Decide which services you want your firm to offer.
 - d. Launch a social media marketing campaign.

6. _____ of U.S. small businesses do not use an accounting solution.
 - a. 20%.
 - b. 60%.
 - c. 80%.
 - d. 90%.

7. Cloud-based data capture/invoicing/expense management tools are:
 - a. More comprehensive than full accounting software.
 - b. Designed for end users.
 - c. Do not provide for the import of transactions from banks and credit card companies.
 - d. Target only large businesses.

8. Which software provides only cloud document storage and portals?
 - a. SmartVault.
 - b. QuickBooks Online for Accountants.
 - c. Intacct Accountant Program.
 - d. Sage View.

9. Which of the following certifications requires 16 hours of web-based training?
 - a. QB Enterprise.
 - b. QuickBooks Online.
 - c. Regular QuickBooks.
 - d. Advanced ProAdvisor.

10. Which tool for public accountants does not require testing of applicants to verify learning?
 - a. QuickBooks Online.
 - b. QB Enterprise.
 - c. Xero Certified Advisor.
 - d. Intacct.



Answer Sheet
Client Advisory Services: Strategies for Providing
Collaborative Bookkeeping and Accounting
Services Course # 6161270, Version 1707
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|---------|---------|---------|---------|----------|
| 1. ____ | 3. ____ | 5. ____ | 7. ____ | 9. ____ |
| 2. ____ | 4. ____ | 6. ____ | 8. ____ | 10. ____ |



Course Evaluation
Client Advisory Services: Strategies for Providing
Collaborative Bookkeeping and Accounting
Services Course # 6161270, Version 1707

Thank you for taking the time to fill out this course and customer experience evaluation. Your responses help us to build better courses and maintain the highest levels of service. If you have comments not covered by this evaluation, or need immediate assistance, please contact us at 800.822.4194 or wcpe@westerncpe.com.

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The course materials were accurate, relevant, and contributed to the achievement of the learning objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The stated prerequisites were appropriate and sufficient.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Based on 50 minutes per credit hour, the time to take this course accurately reflects the credit hours assigned to it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The instructor was knowledgeable and effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Were there any questions you felt were confusing or had incorrect answers listed? If so, please give the question number and a brief description of the issue:

3. Please provide any additional comments specific to the educational content or author of this course:

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--

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Resort Conference or Seminar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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