**VeraSage Institute**
**CPE Courses**

## The Experience Economy: Succeeding in Today's Dynamic Economy

Consider this story from *The Tom Peters Seminar*:

> Author Harvey Mackay tells about a cab ride from Manhattan out to La Guardia Airport: First, this driver gave me a paper that said, "Hi, my name is Walter. I'm your driver. I'm going to get you there safely, on time, in a courteous fashion." A mission statement from a cab driver! Then he holds up a *New York Times* and a *USA Today* and asks would I like them? So I took them. We haven't even moved yet. He then offers a nice little fruit basket with snack foods. Next he asks, "Would you prefer hard rock or classical music?" He has four channels. [This cab driver makes an above-average amount per year in tips].

The conventional wisdom in the accounting profession is that, more and more, the services being offered by professionals are rapidly becoming commodities. Further, because of consolidation, labor shortages, intense competition from outside the profession, and increasingly sophisticated buyers, prices will be driven down and profit margins mercilessly squeezed.

Well, like so much "conventional wisdom," this view is more conventional than actual wisdom. *There is no such thing as a commodity.* Anything can be differentiated in the marketplace; consider Starbucks—mere coffee beans and water! And the inherently personalized services of professionals are no exception. As the economic value base shifts from a *service* economy to an *experience*–and ultimately, a *transformation*–economy, the opportunities for professionals to create a unique, personal experience for their customers are only limited by the constraints of imagination.

**Objectives**

- Learn how to differentiate your firm from the competition and not be defined by an "hourly rate"
- Learn your firm's Value Proposition and the optimal way for you to compete
- Explore the Progression of Economic Value and determine what your firm is offering
- Consider offering a "Concierge Service" to your best customers
- Gain an understanding of the critical importance of customer selection, and the economics of customer retention and loyalty

**Who Should Attend**

Those who want to explore the possibilities of creating inherently personalized experiences and transformations for your customers, making your business more attractive to customers, team members and owners.

**Author / Instructor(s)**

VeraSage Institute

**Level**

Intermediate

CPE Hours: 8

## The Shift From Hourly Billing To Value Pricing

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### About This Course

This course will give you alternatives to pricing your services based on customer-perceived value, rather than hours spent. By learning to avoid the deleterious consequences of hourly billing, you will communicate better with customers, be able to discover customer expectations up-front, remove surprises from your customer's invoice, involve your customers in establishing the scope and value of your services, speed-up accounts receivable collection, enhance your customer's loyalty and retention, and increase your profitability.

### Major Topics

- The future of the CPA profession
- Why are we in business and what do our customer's really buy?
- The genesis of hourly billing—why did CPAs begin billing by the hour?
- All customers are not created equal and the economics of price discrimination
- Learn why hourly billing has debilitating affects on the operation of CPA firms:
- Penalizes innovation, ingenuity and creativity and rewards inefficiency, hoarding work and non-effective delegation
- Emphasizes and rewards based upon volume, effort and hours rather than creativity, profitability, results and collections
- Imparts a technician-like attitude among associates, rather than cultivating customer service professionals
- Actually reduces revenue when investments in technology reduce the time required to perform various services
- Distorts customer's perception of value as firms charge one hourly rate, regardless of the complexity, skill, experience and efficiency involved
- Leads CPAs to believe the only thing they are selling is time

Unless firms adopt new and innovative pricing, rising costs and increased competition will diminish profit margins and firms will not be able to reap the full rewards of technological investments that increase productivity, quality and service. Participants will be given alternative pricing methods that focus on customer-perceived value and will be better equipped to deal with the death of hourly billing.

### Who Should Attend

Any professional who is interested in being among the leaders in the profession moving away from the hourly billing method to achieve a competitive differentiation and who is tired of sacrificing profits on the altar of the almighty hour.

### Author / Instructor(s)

VeraSage Institute

### Level

Intermediate

CPE Hours: 8

## Trashing the Timesheet: A Declaration of Independence

The billable hour is dead. Customers *do not* buy time, and thus professionals do not sell hours. The advantages of Value Pricing over hourly billing have been empirically proven in the marketplace by many CPAs around the world. This course will further your knowledge of the most complex of the Four Ps of marketing: Price. It will also put the fifty-year-old practice of completing timesheets on trial for its life. This debate is long overdue. You may not agree with everything posited in this course, but there is no doubt you will think about the following issues in a completely different—and profoundly deep—manner than the conventional wisdom so often promoted in the profession.

**Objectives**

- Master the many lessons embedded in the Value Curve
- Develop an understanding of the Marketing Concept and what customers really buy
- Learn how to use Fixed Price Agreements and Change Orders in order to optimize your prices, commensurate with the value you provide
- Explore the essential requirements for creating a Timeless Culture in your firm, one that measures *results* and *outputs*, not activities and efforts
- Gain an understanding of the many deleterious effects of maintaining timesheets, why they measure the wrong things, and how to get rid of them
- Sign the Declaration of Independence freeing your firm, once and for all, from the tyranny of time

**Major Topics**

- Preparing for and conducting a Fixed Price Agreement meeting
- Ascertaining customer expectations
- Dealing with customer price psychology and how to overcome pricing emotions
- Determining when Change Orders are necessary
- Why you should offer a one hundred percent money back guarantee on all your services
- The four requirements necessary for a Timeless Culture in your firm:
    - The shift from human resources to human capital
    - Customer selection
    - Alternative Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) to replace the timesheet
    - Leadership

**Who Should Attend**

Any professional who is interested in being among the leaders in the profession moving away from the hourly billing method to achieve a competitive differentiation and who is tired of sacrificing profits on the altar of the Almighty Hour.

**Author / Instructor(s)**

VeraSage Institute

**Level**

Intermediate

CPE Hours: 8

**Value Pricing Graduate Seminar**

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**About This Course**

This course is for graduates of *The Shift From Hourly Billing to Value Pricing*. Now that you have learned the theory of Value Pricing, and have begun to implement it into your firms, this course is designed to advance your skills to the next level. Conducted as a graduate seminar—and limited in attendance—this course is designed to provide maximum interaction with the instructor, and fellow colleagues, on working through Value Pricing principals with real life case studies and examples.

**Major Topics**

- Preparing for a Fixed Price Agreement meeting
- Conducting a Fixed Price Agreement meeting
- Ascertaining customer expectations
- Dealing with customer price psychology and how to overcome pricing emotions
- Determining when Change Orders are necessary
- Negotiating the Change Order for maximum pricing and customer delight
- Selecting the profit-optimizing price for each engagement and/or service
- Financial services and the effect on CPA firm pricing
- Electronic Commerce and its impact on pricing
- Issues to consider in drafting Request for Proposals (RFPs)
- The critical link between Total Quality Service and premium pricing
- An introduction to Menu Pricing, as used in various firms around the world
- Advanced price theory in order to give the CPA the resources necessary to sell consulting engagements to their customers on pricing

The billable hour is dead. The advantages of Value Pricing over hourly billing have been empirically proven in the marketplace, and by many CPA firms around the world. This course will further your knowledge of the most complex of the Four Ps—Price, Product, Promotion, and Place—of marketing: Price.

**Who Should Attend**

Any professional interested in maximizing their profits (and the quality of their life) with the proven principals of Value Pricing, while increasing customer satisfaction, loyalty, and retention.

**Author / Instructor(s)**

VeraSage Institute

**Level**

Advanced

Prerequisite: The Shift From Hourly Billing to Value Pricing

CPE Hours: Minimum 8/Prefer 12 or 16

Maximum class size 30

## Human Capital, not Human Cattle (People Are Not Resources, They Are Volunteers)

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The number one MAP issue facing firms across the country is the challenge of recruiting, training, and retaining team members. This presentation will provide insight and methodologies enabling firm leaders and managers to develop their human capital development program into a competitive advantage.

**Objectives**

- Explore the motivating forces that propel knowledge workers to success
- Gain an understanding of successful recruiting techniques
- Develop an understanding of successful firm leadership techniques
- Build a repertoire of Key Performance Indicators that measure the right things thereby facilitating the performance and success of team members

**Major Topics**

- Transitioning from a Human Resources to a Human Capital Model
- Current developments in Leading, Developing, and Motivating Knowledge Workers.
- Implementing Peter Drucker's Orchestra
- Secrets of the "Gifted Boss"
- Developing team member Key Performance Indicators
- Successful recruiting techniques
- Motivating and working with Gen "Y" and "Z"

**Who Should Attend**

Any firm leader or manager responsible for recruiting, retaining, and developing people who also desires to lower turnover and deleterious effects associated with using the incorrect leadership paradigm.

**Author / Instructor(s)**

VeraSage Institute

**Level**

Intermediate

CPE Hours: 8

## Developing Tomorrow's Firm and Community Leaders

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Why Leadership? Because our Profession is over-managed and under-led.

Leading a CPA firm has been referred to as "herding cats." This course provides participants with a foundation in leadership theory and skills necessary to drive superior firm and departmental performance. Knowledge workers are not managed—they are lead and more effectively guided. Effective firm leaders develop superior professionals, enjoy less stress, and a better quality of life. Additionally:

- Effective leaders balance long-range objectives with current realities
- Effective leaders clearly communicate core objectives and values
- Effective leaders motivate others to perform at high levels
- Effective leaders remove barriers that constrain others

**Objectives**

- Gain an understanding as to how leadership influences firm performance—both in financial and non-financial measures
- Learn how current theories on successful leadership techniques apply to knowledge workers
- Identify behaviors associated with destructive leadership attributes
- Develop tools designed to reward successful leadership behaviors

**Major Topics**

- The differences between management and leadership
- Leadership styles, skills and evaluation tools
- Identifying and maximizing leadership potential
- Overcoming leadership failures
- Integrating leadership vision into CPA firm realities
- Balancing formal and informal leadership attributes
- Firm leadership transition issues
- Generational leadership issues
- Empowering new firm leaders

**Who Should Attend:**

Current and future firm leaders, industry management personnel, CFO's, controllers, mentors, CPA's and other professionals desiring to improve personal and professional leadership skills.

**Author / Instructor(s)**

VeraSage Institute

**Level**

Intermediate
CPE Hours: 8

## Become a First-Stop Shop: Implementing the Concierge Service Model

A CPA firm's tacit and explicit knowledge imbedded within is a powerful tool—albeit under-leveraged by most. Customers of CPA firms face a wide variety of challenges, most of which are non-traditional in scope. Therefore, by employing a Concierge Service Model the firm can provide desired solutions to their customer's challenges, thereby providing Total Quality Service, enhancing loyalty, and increasing profitability.

Like the traditional hotel concierge, the customers of professional service providers should initiate all problem resolutions with their CPA firms. Through this process, the professional service provider enhances their value to their customer and ultimately reaps greater financial and non-financial rewards, including superior customer loyalty and long-term value.

**Objectives**

- Master the information gathering process necessary to become a "one stop concierge"
- Learn how to create customized customer service solutions
- Develop better "networks" necessary to deliver concierge services
- Better identification of cross-selling opportunities

**Major Topics**

- Promoting concierge services
- The process of gaining Power Knowledge
- Gathering customer information
- Identifying personal and firm skills and attributes
- Creating your firm's Knowledge Web
- Managing your firm's Services Network

**Who Should Attend**

All professionals who are responsible for customer service, customer retention, and practice development. Any professional desiring to minimize customer defections, improve customer satisfaction, and enhance practice development skills.

**Author/Instructor(s)**

VeraSage Institute

**Level**

Intermediate

CPE Hours: 8

## Everyday Economics

> *"The ideas of economists and political philosophers, both when they are right and when they are wrong, are more powerful than is commonly understood. Indeed, the world is ruled by little else. Practical men, who believe themselves to be quite exempt from any intellectual influences, are usually the slaves of some defunct economist."* –John Maynard Keynes

While most people think of economists as seers who try to predict the future of the stock market, government deficits, unemployment, etc., this is far too parochial a view of what economists do. The really fascinating economists are engaged in the study of *human behavior*. The most fertile minds in economics today deal with observing the world and trying to *understand* it, not *predict* it.

This course will explore how economics can be used to explain everyday behavior, in a myriad of real life situations. By discussing the work of the most influential and seminal minds in the economics profession, attendees will gain an appreciation for how the economist views the world and the power of their theories to explain why people behave the way they do.

**Objectives**

- Learn why economists assume people are "rational" even though, at times, this assumption seems to be false (e.g., why do we leave tips in restaurants we will never visit again?)
- Explore how to use various economic models and theories to explain how people behave, and how they will react to various policies and incentives
- Understand the principle of revealed preference, and why there is usually a gap between what people say and what they do
- Gain an understanding of the critical importance of price theory, and how prices transmit information, allocate resources, and distribute income
- Debate the morality and ethics of various policies and issues facing citizens today

**Some Topics**

- How parents decide to divide their wealth
- Is population growth a blessing or a curse?
- Does the government deficit and the trade deficit hurt or help the economy?
- Should the tax code be scrapped? What would replace it?
- Why do laundries charge less for men's shirts than for women's?
- Do companies really plan obsolescence?
- Why are shopping carts getting bigger?
- Why is movie theater popcorn so expensive?
- Should there be a free market in human organs?
- Why are we getting so fat?

**Who Should Attend**

Anyone who wants to gain a better understanding of human behavior, explore the ideas of the world's most innovative economists, as well as engaging in a thought-provoking and stimulating discussion on a variety of everyday issues confronting peoples everywhere, will find this course rewarding and challenging.

**Author / Instructor**

VeraSage Institute

**Level**

Intermediate

CPE Hours: 8

## How to Build a Successful Practice with Total Quality Service

This course will advance you into the final frontier of competition: total quality service (TQS). As competition increases in the accounting profession, it is essential for firms to emphasize creating value and delivering outstanding service to their customers. TQS is replacing TQM as the focal point for all major, world-renowned service leaders—from American Express and Federal Express to Marriott and Disney. This course will teach you how TQS can help your firm achieve above-average customer retention and loyalty, growth, profitability, and quality. You will learn a new paradigm and principles in order to operate your firms to achieve TQS.

**Major Topics**

- Why the profession is sleeping through the revolution
- Discovering the "P" in CPA
- Learn what customers are really buying with their money
- Why TQS is replacing TQM
- Empirical evidence that TQS works
- Learn the following generally accepted service philosophies:
    - Customers—the way you get them is the way you lose them;
    - retention marketing: from zero defects to zero defections; moments of truth—focusing on the outcome of customer interactions rather than the activity;
    - rewarding customers for their continued loyalty; soliciting feedback from your customers, rather than operating on intuition; continuously improving your firm's value-creating capacity and customer loyalty levels, applying TQS inside your firm in order to provide it outside

**Who Should Attend**

Any professional who is curious about the direction and shape of the accounting profession in the 21st century.

**Author / Instructor**

VeraSage Institute

**Level**

Intermediate

CPE Hours: 8

## The Firm of the Future

Today's public accounting firm is challenged by a variety of factors: new technologies, intensified competition, continued consolidation, a shrinking labor pool, an inability to incorporate new services into a coherent business strategy, and an overall decrease in public trust and confidence. Moreover, most experts agree morale in the accounting profession is at an all-time low—an astonishing number of professionals respond in surveys that, if they had to choose their career over again, they would choose another line of work. What happened? How did this once distinguished and proud profession become so beleaguered, and what relief is available?

There is relief. And promise. And hope. This course is based on Ron Baker's best-selling book (co-authored with Paul Dunn), *The Firm of the Future: A Guide for Accountants, Lawyers, and Other Professional Services*, published by John Wiley & Sons, Inc. (every participant will receive a complementary copy of this book as the course material). The course confronts the conventional wisdom embodied in the Old Practice Equation which states the way to success is by leveraging people and hours. This old theory will be replaced by a better theory—the New Practice Equation, which offers bold, proven strategies for restoring vitality and dynamism to accounting firms everywhere.

**Objectives**

- Understand the Old Practice Equation and why it prevents firms from achieving excellence and a better quality of life
- Learn the New Practice Equation and why it is a superior paradigm for a proud profession
- Restore the dignity, pride and passion in your firm, and the profession

**Major Topics**

- Why CPAs are knowledge workers and not service workers, and why that difference is critical
- How CPA firms sell Intellectual Capital (IC), and what, exactly, is IC?
- The three components of IC and how each one can be leveraged to create wealth for customers of the firm
- Why your firm's people are volunteers and not assets (or resources)
- How the focus on revenue growth and market share can seriously impair your firm's profitability, and what to do about it
- Why the traditional metrics of efficiency—which are over a century old—are no longer relevant to measuring the effectiveness of knowledge workers
- The importance of customer selection and the revolutionary Adaptive Capacity Model
- Since CPA firms are businesses, and businesses have prices (not hourly billing rates), the importance of Pricing on Purpose will be discussed
- Best practices from successful accounting firms around the world

**Who Should Attend**

Any professional who is interested in being among the leaders in the profession moving away from the old paradigm of operating a professional service firm, and embracing the critical success factors of the knowledge economy, will find this presentation stimulating, dynamic and thought-provoking.

**Instructor/Author**

VeraSage Institute

**Level**

Intermediate

CPE Hours: 8

## Finding the Sweet Spot: The Wisdom of Customer Selection

You know it when you feel it. The customer on the other end of the phone is simply toxic. Nothing is right with the relationship. Not their projects. Not their respect for your services. Not their attitude towards your fellow team members. Not your level of service. Payments are late and invoices are frequently challenged. Their projects are the last to be started and finished late. You simply regret the day they ever walked into your office. You know in your heart you should be professional and terminate the relationship.

A CPA's ability to avoid admitting toxic customers into their firms creates a competitive advantage by focusing firm resources on only those valuable and positive customer relationships.

**Objectives**

- Learn how to pre-screen and pre-qualify prospects to avoid admitting bad customers into your firm
- Understanding the Adaptive Capacity Model
- Learn how to segregate your firm's customers and identify those customers needing additional firm attention
- Learn how to fire your worst customers
- Understand how to create a preferred customer profile
- Learn how to train your referral sources to only refer qualified prospects

**Major Topics**

- How your firm's capacity impacts your customer service delivery
- What is the Adaptive Capacity Model and why is it important
- Customer screening tools and checklists and how their use minimizes wasted practice development resources
- Why your customers determine your profitability
- How your customers impact your ego and quality of life
- 10 steps to firing customers
- What customers buy and what CPA's sell
- Why and how we know CPA services are not, nor have they ever been, commodities

**Who Should Attend**

Any professional who is interested in being among the leaders in the profession and who has the desire to improve the quality of their customer base, improve their firm's profitability, and enhance their personal and professional life.

**Instructor/Author**

VeraSage Institute

**Level:**

Intermediate

CPE Hours: 8

## From Accountant to Consultant

Accountants have long coveted the recognition, accolades, and undeserved income of consultants. These people often know less compared to the average CPA, yet they get assignments, and the ear of top management, over the heads of capable accountants. This course explores why, and what to do about it.

Many accountants employed in companies can be “in-house” consultants, but need to know how.

**Objectives**

- Understand what a consultant does
- Know the new skills you need to acquire
- Develop a toolkit
- Learn how to identify opportunities
- Anticipate the problems people have with consultants
- Develop a game plan
- Learn how to sell a consulting project, in-house or to external customers

**Major Topics**

- What is consulting?
- How you recognize the consultant within
- How you develop your consulting skills
- The benefits of an external view (even when your not external)
- How to sell consulting to your boss, or to your customer base

**Who Should Attend**

- Any accountant in practice hoping to offer consulting services
- Any accountant in a company wanting to do more “consulting” for his or her own company.
- Any accountant in a company that buys consulting.

**Instructor / Author**

VeraSage Institute

**Level**

Intermediate

CPE Hours: 8

**Mind Mapping: An Accountant's Mind Unleashed**

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It has long been said that accountants are of a type: "left-brained." They are rational, logical, step-by-step guys and gals. What a shame. A whole brain and only using one-half! This one-day course teaches that we do––and must––use the whole brain and shows how to do it. Using a mind map to drive the whole day, participants will learn why it is a valuable technique, and gain confidence in their ability to create and use this innovative methodology. They will also learn––and be able to recall–– memory techniques they can use every day and will stay with them forever.

**Objectives**

- Understand how your mind works
- Learn—through practice—a proven technique to harness both sides of your brain
- Learn a way to take notes, think creatively, memorize and present
- Gain enthusiasm and confidence in your ability to use more of your brain's potential
- Develop memory recall techniques
- Have a fun day in the company of a British Chartered Accountant/speaker/writer
- Demonstrate a day course without PowerPoint™ !

**Major Topics**

- Meet your brain––left and right hemispheres; synapses
- The way we learn and remember
- Quick techniques to improve your memory and recall
- Mind-mapping; introduction and (the few) ground rules
- Several practices (critiqued)
- The use of color, icons, links
- How the worst drawers in the world can make effective mind-maps
- Mind-mapping software, uses and comparisons
- Major uses: Note-taking; thinking; explaining; presenting examples (pre-prepared and spontaneous) during the day, including showing the use of mind maps in note-taking, explaining accounts, accounting concepts, and various elements of consulting work as well as making overt the processes in designing and presenting this course itself.

**Who Should Attend**

- Any professional (or support person in a professional firm) who feels frustrated - they are not using their brain fully.
- People who need to present but don't know how to get started.
- People who know how to get started but dislike PowerPoint™
- People who like learning
- Parents (this stuff should be mandatory in schools)
- People who are prepared to try something different

**Instructor**

Paul O'Byrne, FCA
VeraSage Institute

**Level**

Intermediate
CPE Hours: 8

**The Thinker's Guide to Negotiation**

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Hard ball or sneaky? A winner or a patsy? Why is negotiation so unpalatable to those who care about getting just results. This course shows how to get more fair results and not just have the most aggressive person win.

Better results at work, for the firm, and for yourself, flow from good negotiating abilities.

There are so many course, books and workshops on negotiation that it seems unreasonable to introduce another. In this course, which grew from an original seminar designed for the Brain Club of London in 1993, a practicing accountant examines the purposes and processes of negotiation, and leaves participants feeling better equipped for principled negotiation.

**Objectives**

- Recognize you negotiate all the time
- Understand the different approaches taken by others
- Have a consistent approach
- Be prepared and confident
- Get agreements that stick

**Major Topics**

- Types of negotiation
- What's the point?
- High pressure negotiating: litigation, jobs, family
- Principled negotiating today
- How to prepare
- How to be helped

**Who Should Attend**

- Thinkers!
- Anyone who feels negotiations are warfare, and they are under-armed

**Instructor**

Paul O'Byrne, FCA
VeraSage Institute

**Level**

Basic
CPE Hours: 8

## When You *Have* to Present

We all have to speak at times in our lives. Most of us avoid it if at all possible…which means we are ill-prepared and nervous when the time comes.

Better career prospects, and customer service, flow from ability to present well.

Using techniques and lessons learned from presenting courses around the world, an accountant explains how he prepares for, delivers—and even seeks—presentations, from one-on-ones to groups.

**Objectives**

- Understand you have to make presentations
- Boosters for those who really don't want to
- Always know how to prepare
- How to be always ready

**Major Topics**

- How to shape what you're asked to do
- Know the audience
- Prepare the material
- How to present
- How to improve

**Who Should Attend**

- Everyone—at least once!

**Instructor**

VeraSage Institute

**Level**

Basic

Recommended CPE Hours: 8

## Everyday Ethics: Doing Well and Doing Good

All businesses—and all CPAs—have a vested interest in virtue. Business is dependent on the moral and cultural institutions of a free society. The economic and the ethical point of a business entity is to serve others. Business is a morally serious enterprise, in which it is possible to act either immorally or morally. It requires moral conduct in order to thrive in the long run. Yet business ethics means a great deal more than obeying the civil law and the various accountancy acts and regulations. It means imagining and creating a new sort of world based on the principles of individual creativity, community, realism, and the other virtues that embody the spirit of enterprise.

Ethical behavior of CPAs is expected each and every day—in and out of the practice of accountancy. Failure to follow ethical behavior jeopardizes your personal and professional future. What ethical obligations do you have to your customers, employer, team members, and outside stakeholders? What impact have the recent accounting scandals had upon the profession, and how can you prevent repeating those ethical lapses?

**Objectives**

- Understand the CPA's professional ethical obligations and responsibilities
- Learn the Seven Internal and External Responsibilities of business
- Gain an appreciation of what moral philosophers thought about enterprise and ethics
- Appreciate what it means to be a "professional" and the requirements of a "profession"

**Major Topics**

- Review of the AICPA Code of Professional Conduct, California Accountancy Act and Regulations, Institute of Management Accountants Standards of Ethical Conduct, and T.D. Circular 230
- Implications of the Sarbanes-Oxley Act of 2002
- Recent relevant cases on ethics and professional responsibility for the accounting profession
- Avoiding ethical lapses that can lead to malpractice
- Ethical implications of tax and consulting services, tax shelters, commissions, and alternative pricing models
- Researching ethical solutions in the various Codes, Acts and Regulations, and which one governs conduct
- Current ethical developments and review of recent cases, rulings, and interpretations.
- Issues and trends confronting the profession and the firm of the future

**Who Should Attend**

Any CPA in public or private practice in search of a dynamic and thought-provoking qualifying ethics course, and searching for real world examples of applying rules and regulations to their professional responsibilities.

**Author / Instructors**

VeraSage Institute

**Level**

Basic

CPE Hours: 8

Ethics Hours: 8

## Innovative CPA Practices: Creating Strategic Differentiation

The conventional wisdom in the accounting profession is that, more and more, the services being offered by professionals are rapidly becoming commodities. Additionally, CPA firms aren't considered to be frontiers of innovation and creativity. Further, because of consolidation, labor shortages, intense competition from outside the profession, and increasingly sophisticated buyers, prices will be driven down and profit margins mercilessly squeezed.

Innovative services are the key to thwarting commoditization of your firm. Through innovative service offerings, your customers will immediately recognize they are working with leading edge advisors and not mere "bean counters." As the economic value base shifts from a *service* economy to an *experience*—and ultimately, a *transformation*—economy*,* the opportunities for professionals to create innovative and unique personal experiences for their customers are only limited by the constraints of imagination.

**Objectives**

- Learn how to stimulate innovation within your firm
- Learn the processes used by leading edge firms to leverage innovation into outstanding profitability
- Learn how to differentiate your firm from the competition and not be defined by stereotypes
- Learn your firm's Value Proposition and the optimal way for you to compete
- Explore the Progression of Economic Value and determine what your firm is offering
- Gain an understanding of the critical importance of customer selection, and the economics of customer retention and loyalty
- Learn how an innovative firm culture leads to attracting superior talent and helps retain a firm's human capital

**Who Should Attend**

Those who want to explore the possibilities of creating innovative firms and receiving the benefits associated with outstanding personal and professional profitability.

**Author / Instructor(s)**

VeraSage Institute

**Level**

Intermediate

CPE Hours: 8