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This electronic newsletter is prepared especially for public practitioners and is sent bi-monthly to members of the New Hampshire Society of CPAs. This e-newsletter features regular commentary from TSCPA Member Bill Reeb, a CPA firm consultant based in Austin. For questions or comments concerning the articles featured in this issue, or to suggest future topics, please e-mail Reeb at bill@tscpa.net.

From the BILLiverse

With public accounting firms expanding the scope of services they offer, senior-level people in small to mid-sized firms have often managed and done so much of the work that it has led to a trend to build a workflow process that looks like an upside down pyramid. In the previous article of this series, we introduced the upside down pyramid, with the common results of having under-worked and under-trained staff. We also covered the first four steps that can be used to reverse the pyramid and use a different approach to develop people more quickly. In this issue, we will pick up where we left off and start with step 5. This step involves creating developmental managers at the firm, defining their role and building an effective organization chart where it is clear who is responsible for staff development. In addition, we'll discuss how important it is to make sure the developmental managers have the right tools and skills needed to do the job.

[Read Reeb's Commentary](#)

Busy Season Tech Prep: Gearing Up with Today's Practice-Proven IT Strategies

As CPA firms address the issues surrounding the constant changes in technology, they are turning to a leading practice management benchmark study to help map their strategies and spending plans. Several major trends have emerged, providing guidance and direction for firms gearing up for busy season. Many accounting firms are proving to be technology early adopters. At the same time, the risks for lagging behind are just as clear – competitive obsolescence.

[Rick Telberg takes a closer look](#)

Marketing Tip: It's the Most Wonderful Time of the Year – To Seek New Opportunities

The spring busy season is just around the corner. During the slightly slower period now, why not pursue some business development proactively by expanding your network? This is a great time to seek out new referral sources. Considering the second-best lead source in public accounting comes from external referral sources, these are crucial relationships to foster. A referral source relationship is one in which your referral partner and you have similar or identical ideal target clients, but your individual professions or specialties are not in competition with each other.

[Learn more](#)

An A for Arbitration

Client engagement letters, partnership agreements and employment contracts frequently contain provisions calling for arbitration rather than litigation as the way to settle disputes. The conventional wisdom is that arbitration is the preferred track to achieving resolution for most business disagreements. There is both fact and fiction in the often-cited benefits. This article turns the spotlight on arbitration's advantages and limitations.

[Learn more](#)

Succession Challenges for CPA Firms to Tackle

A Global Accounting Alliance survey shows that the need for practice-continuation planning is reaching a critical point for U.S. CPA firms. Many firms will lose partners as the baby-boomer

generation retires. However, with proper planning, firms can continue to thrive after the loss of key leaders.

Learn more

<http://www.journalofaccountancy.com/Issues/2014/Nov/GAA-succession-challenges.htm>

Three Pitfalls to Avoid on the Road to Becoming the Firm of the Future

CPA firms are at an important turning point: stick to known practices and procedures that have helped build success or take the kinds of bold steps that will ensure future relevance and prosperity. If firms don't identify the obstacles preventing them from affecting meaningful change, they risk being left behind. This blog post outlines three pitfalls to avoid on the road to becoming a firm of the future.

Read the blog post

<http://blog.aicpa.org/2014/12/3-pitfalls-to-avoid-on-the-road-to-becoming-the-firm-of-the-future.html#sthash.ep67nqz.qvQ4703m.dpbs>

How to Maximize Proceeds When Selling an Accounting Practice

A series of articles from the *Journal of Accountancy* explores valuation issues and calculating the price that should be paid for owners' equity in accounting firms.

Pricing issues for small firm sales

<http://www.journalofaccountancy.com/Issues/2014/Oct/small-CPA-firm-pricing-issues.htm>

Pricing issues for midsize and large firm sales

<http://www.journalofaccountancy.com/Issues/2014/Nov/CPA-firm-pricing>