

29 June 2019 | New York | USA



# IAPA International

**Ozgur Demirdoven**  
IAPA CEO

# International Board



**Martin Clapson**  
Global Chairman



**John Campbell**  
Treasurer &  
Canadian Representative



**Ozgun Demirdoven**  
IAPA CEO



**Neal Morrison**  
EMEA Regional Chair



**Arun Todarwal**  
Asia-Pacific Regional Chair



**Scott Minnig**  
USA Regional Chair



**Ramon Gonzalez**  
Latin-American Regional Chair

# IAPA International



\$2,7B Total Fee Income  
6 Continents  
74 Countries  
189 Firms  
342 Offices

Business Advisory  
Consultancy  
Accounting  
Audit  
Law  
Tax

Leading Global  
Association of  
Independent  
Firms

Global Coverage  
Highest Quality Services  
Sustainable Business Solutions  
Expand Across Boundaries  
Personal Services

#2 in the UK  
#6 in the EMEA  
#9 Globally  
Grant access to 1<sup>st</sup> Hand  
Knowledge Globally



# IAPA Strategic Review

## Purpose and Objective:



To **maintain** and **enhance** a **leading global association** of **quality** independent accounting, law and business advisory firms, providing a **full range of professional services** to clients with **international** needs.

**In essence:** to create value for all member firms

# Professional Services

## From IAPA International



# Benefits of IAPA membership



**Share Knowledge**

**Consolidated Offers**      **Special Interest Groups**

**Referrals**      **Attract New Clients**

**Staff Exchange**      **Networking**      **JV Opportunities**

**An alternative to the Big 4**      **Adds Value to domestic market**

**Retain Clients**      **International Service**

**Recruit top talent**

**Strategic Partnership Benefits**

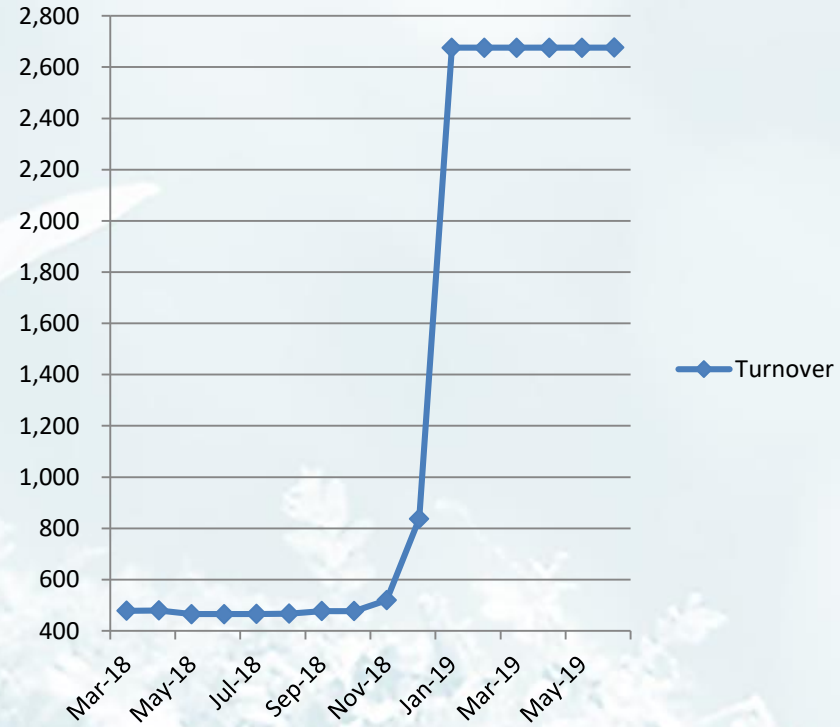
# IAPA: A Global Perspective



## Member firms



## Turnover



# IAPA: A Global Perspective

## Growth figures



Region	2019							2018						
	No of Firm	Accountancy Staff	Other Staff	Partners	Total staff	Branches	Turnover USD 2018	No of Firm	Accountancy Staff	Other Staff	Partners	Total staff	Branches	Turnover USD 2017
<b>Full Members</b>														
North America Group	25	538	1,249	160	1,787	45	431,640,072	24	561	189	141	750	8	127,950,561
Latin American Group	10	144	49	28	193	3	7,737,950	10	119	34	30	153	4	5,813,567
Asia Pacific Group	28	1,032	523	137	1,555	24	76,543,400	28	775	456	114	1,231	23	75,148,250
EMEA Group	126	12,369	3,707	1,030	16,076	81	2,160,289,716	90	3,394	824	439	4,218	131	269,400,397
<b>Total</b>	<b>189</b>	<b>14,083</b>	<b>5,528</b>	<b>1,355</b>	<b>19,611</b>	<b>153</b>	<b>2,676,211,138</b>	<b>152</b>	<b>4,849</b>	<b>1,503</b>	<b>724</b>	<b>6,352</b>	<b>166</b>	<b>478,312,775</b>
							<b>2.7 Billions</b>							<b>478.31 Millions</b>



# IAPA: A Regional Perspective

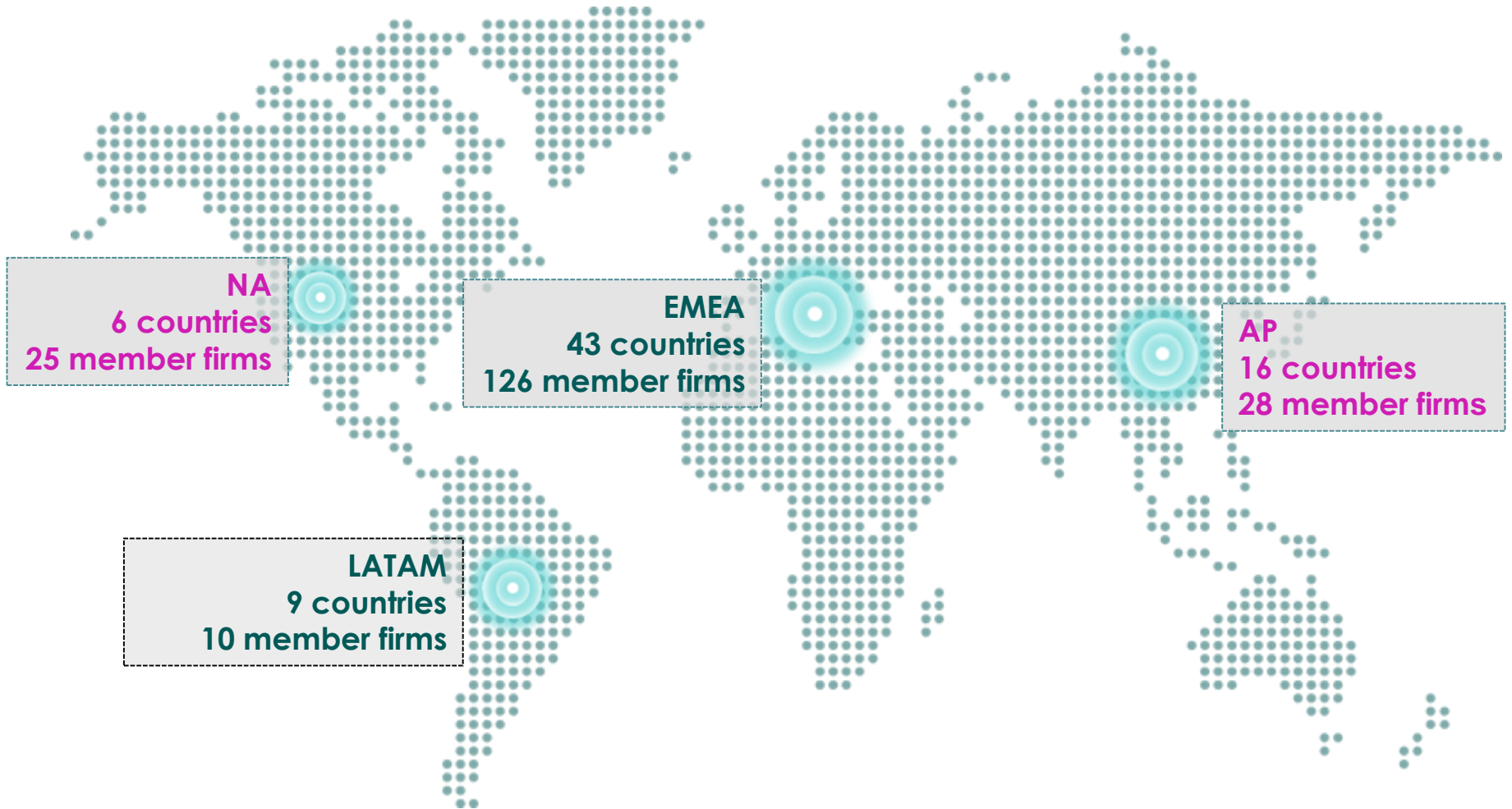
## Growth figures



<u>Region</u>	2019						
	<u>Gains</u>		<u>Losses</u>		<u>Net Impact</u>		
<u>Full Members</u>	<u>Count</u>	<u>Turnover added</u>	<u>Count</u>	<u>Turnover lost</u>	<u>Count</u>	<u>Net turnover added</u>	
North America Group	3	323,533,198	(2)	(19,113,954)	1	304,419,244	
Latin American Group	2	2,146,023	(2)	(236,000)	-	1,910,023	
Asia Pacific Group	3	1,566,429	(3)	(1,235,028)	-	331,401	
EMEA Group	37	1,892,482,113	(1)	(1,150,142)	36	1,891,331,971	
<b>Total</b>	<b>45</b>	<b>2,219,727,763</b>	<b>-</b>	<b>(8)</b>	<b>(21,735,124)</b>	<b>37</b>	<b>2,197,992,639</b>
		<b>2219.73 Millions</b>		<b>-21.74 Millions</b>		<b>2197.99 Millions</b>	

# IAPA Statistics

## Your Global Resource



# IAPA Goals



- Increase Global connectivity
- Expand Global coverage
- Enhanced Services
- Maintain quality
- Better visibility
- Raise profile

All to ultimately  
**“Increase business opportunities & work referrals”**  
on a Global scale

# IAPA Growth Model



## ACTION:

- Find Sponsors
- Utilize Legal Members
- Attend Sectorial Events
- Upgrade CRM & Website
- Use Social Media Actively
- Organize Quality Conferences
- Focus on Critical Missing Cities
- Visit Members (Visit, Hear & Act)
- Find suitable size regional organizations
- Work with Strategic Partners / Solution Providers
- Bespoke Growth Models Designed for Each Region

# 1 Year in Action – by Numbers



Increased members by  
**23%**



Increased Country coverage by  
**48%**



Increased partners by  
**83%**



Visited members in **30** countries  
& **4** continents



Increased offices by  
**97%**



Increased staff by  
**208%**



Increased fee income by  
**464%**



Visited **52** members in  
**63** offices

# 1 Year in Action – Corporate



## Internal

- New corporate policies & documentation
- Performance mechanism for IAPA staff
- Changed the 'Centre team'
- Outsourced finance department
- Decreased centre cost by 40%
- Implemented monthly CEO meetings
- Implemented monthly CEO reports
- Upgraded CRM system
- Created a new role - Research & Office Executive

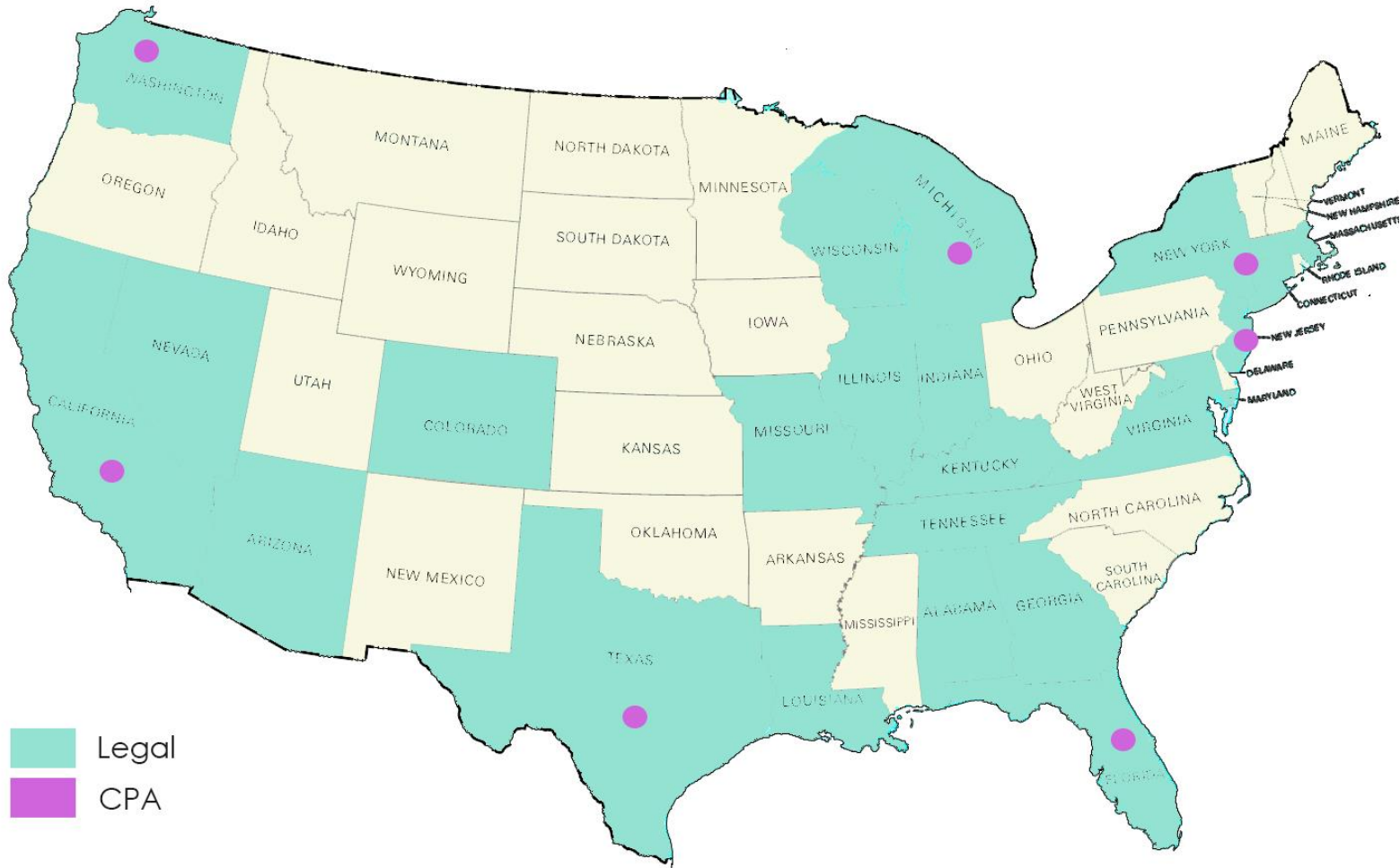
# 1 Year in Action - Achievements



## External

- Introduced CEO Blog
- Designed New Marketing Materials
- Launched a New Website
- Introduced New Corporate Video
- Introduced New Member Videos
- Reactivated IAPA TV
- Launched New App Tool for smart devices
- Redesigned Conference Structures
- Introduced New Special Interest Groups
- Introduced Strategic Partnership Model
- Introduced 360 Degrees (Multidisciplinary) Service Line
- Organized and/or attended and presented five Conferences
- Signed a collaboration agreement with AICPA
- Signed a collaboration agreement with AIFLN

# IAPA in United States of America





# IAPA North American Regional Group



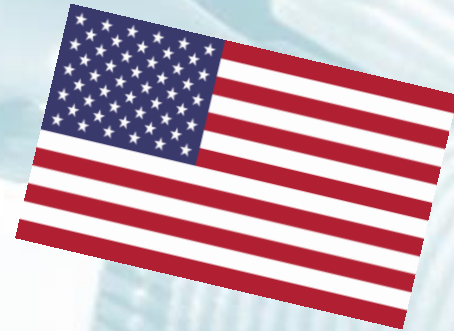
## Increase collaboration

Develop closer connections and create business opportunities



## More regional events

Inspired by the strong and well-organized Canadian structure



Ultimately create an integrated, **strong** and **active** region

# IAPA in North America



6

countries

USA

CANADA

MEXICO

CAYMAN  
ISLANDS

TURKS & CAICOS

ST. LUCIA

25

Members

23 CPA  
(31 offices)

2 Legal  
(38 offices)

(1 WE office in  
London)

69

offices

7 Canada  
states

24 USA  
States

1 Mexican  
state

# New Member Firm



## Morris + D'Angelo

**MORRIS + D'ANGELO**  
Not Just Another CPA Firm®

- Tax and Business Advisory Firm
- Offices in San Jose, California & Portland, Oregon
- Accountancy and Bookkeeping, Company Management, Consultancy, Corporate Finance & M&A, Cryptocurrency Advisory, Financial Services, Taxation
- 5 partners
- 4 professional accountancy staff
- 8 other staff

**Contact partner:** Daniel Morris

# Wilson Elser expansion



- Established in 1995
- 38 offices globally
- 37 of which are in USA, 1 in London, U.K.

## Opening 2 new offices

- Emailed Thomas for info on 2 new offices  
18/6

# AICPA Collaboration



## FANS Program

- Get access to a wealth of expertise, relationships and resources
- 20% off private on-site or virtual training, public webcasts, self-study courses, publications, CPEExpress and the Annual Webcast Pass
- 15% off on-site AICPA conferences
- If already a AICPA member, will receive further 20% discount
- Get CPE credits for discounted programs
- Visit [aicpastore.com/IAPA](http://aicpastore.com/IAPA) – for discounts
- Visit [aicpalearning.org/FANS](http://aicpalearning.org/FANS) – for more info



# AICPA Collaboration



ENGAGE 2019 | 9-13 June | Las Vegas

- Attended technical, advanced, soft skills, IT, leadership, networking and group discussion sessions
- Met with existing members
- Found 4 potential new members
- Met with several potential strategic partners
- Discussed further collaboration with AICPA



# AICPA Collaboration



## Upcoming events

- 9-11 Dec 2019 Conference, Seattle
  - CEO Representation
- 9-10 Mar 2020, Network & Association CEO's Meeting
  - CEO Representation
- 7-11 June ENGAGE 2020 | Las Vegas
  - IAPA Exhibiting in the Hall (3x6m stand)
  - Premium Venue
- AICPA Webinars
  - [aicpastore.com/IAPA](http://aicpastore.com/IAPA)



# AILFN Collaboration



- Initiative being created against the Big4 to combine the forces of all Associations and Networks around the world
- All IAPA members will be listed under [www.lawyersaccountants.com](http://www.lawyersaccountants.com)
  - Real-time access to exact expertise
  - 500,000 Vetted Professionals
  - 160+ Countries
  - 8,500 Firms
  - 11,000 Offices
  - \$180 Billion Annual Services
- RFQs (Request for Quotations) make the expertise and experience of 8,000 vetted network member firms with 500,000 accountants, lawyers, ALSPs and consultants accessible in minutes - everywhere in the world. The firms range in size from 5 to more than 1,500 lawyers and accountants
- Valuable referral and business creating opportunities at no cost to our members





# IAPA Corporate Governance



Organization where Board & CEO are working hand-in-hand

Crafting the new organizational strategy

Embracing the agile global business environment & members' needs

Visit & Hear and Act (VHA)

Monthly CEO Updates

Regional Growth Models (RGM)

Design a More Effective Governance Structure

At the Member For the Member (AMFM): Member offices used as regional centres



# Legal & International Board



International

Legal

President

CEO

Treasurer

Advisory

NA  
Region

LATAM  
Region

AP  
Region

EMEA  
Region

VP 1

VP 1

VP 1

VP 1

VP 2

VP 2

VP 2

VP 2

VP 3

VP 3

VP 3

VP 3

# IAPA Future events & webinars



## **BHD Canada Conference 2019**

4-8 September, Banff,  
Alberta, Canada



## **IAPA & UK200Group FIFO, 2019**

27 September,  
Manchester, UK



## **UK200Group Annual Conference, 2019**

13-15 November,  
Liverpool, UK



## **IAPA International Conference 2019**

21-24 November,  
Singapore



# IAPA | A great association

#collaboration #networking #friendships #accounting #legal  
#international #advisory #business #consultancy #law #audit #tax

# Thank you

## Let's stay connected



**IAPA CEO**

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M +90.533.270.3798



Website

LinkedIn

Twitter

You Tube

IAPA App

[www.iapa.net](http://www.iapa.net)

IAPA International

@IAPAIntl

IAPA TV

[iapainternationaldownload.com](http://iapainternationaldownload.com)



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# Technology & the profession

**Michael Cerami**  
CPA



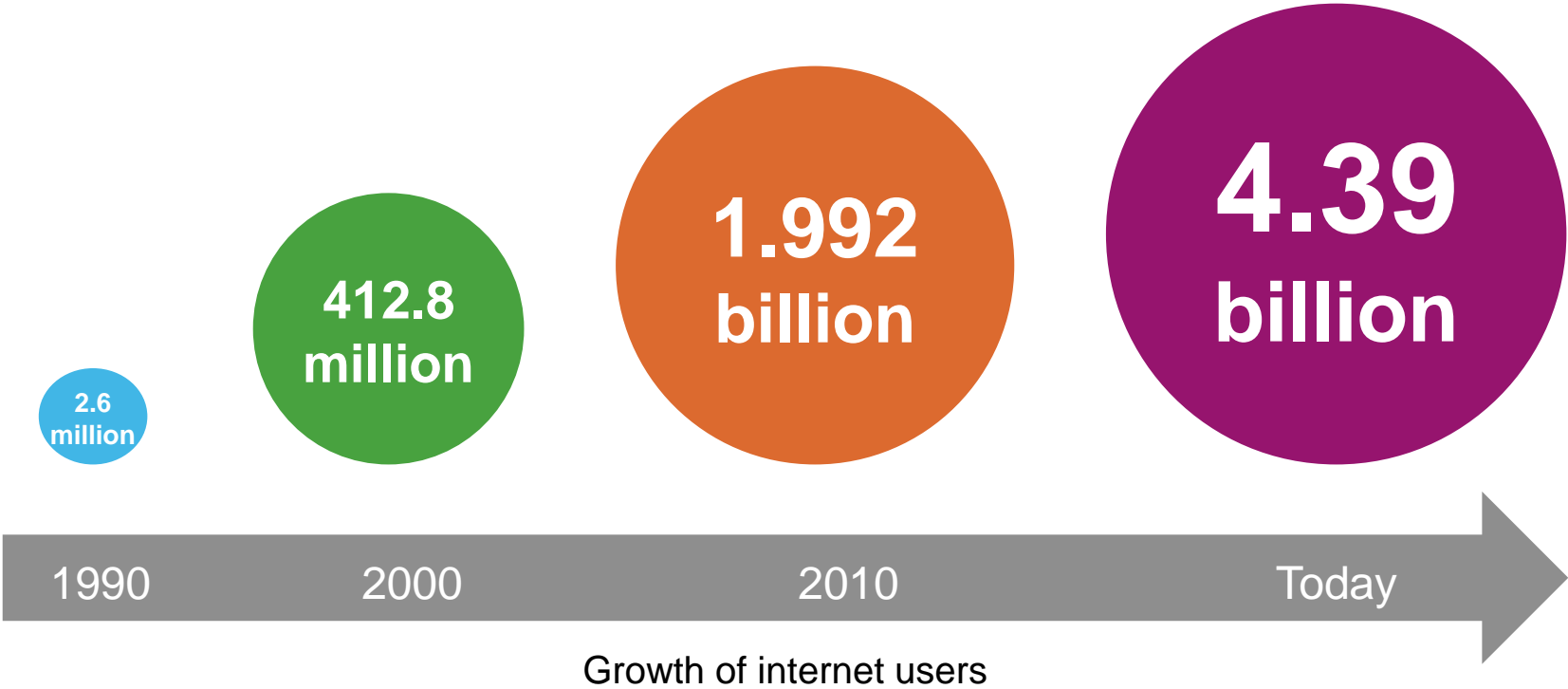
# ReIMAGINE

Michael Cerami  
VP Strategic Alliances, CPA.com

IAPA, June 29, 2019



# Rise of a digital world





# Driving digital transformation

Executives:

# 94%

say their pace of **innovation accelerated** in the past three years due to **emerging technology**

Source: Accenture, Technology Vision 2019

# Clients Are Looking For More

**83%**

of accountants surveyed said clients are asking for more services

**42%**

of clients expect their accountant to provide business advisory services

Source: Sage, The Practice is Now 2018

# Reimagining the profession for a digital world

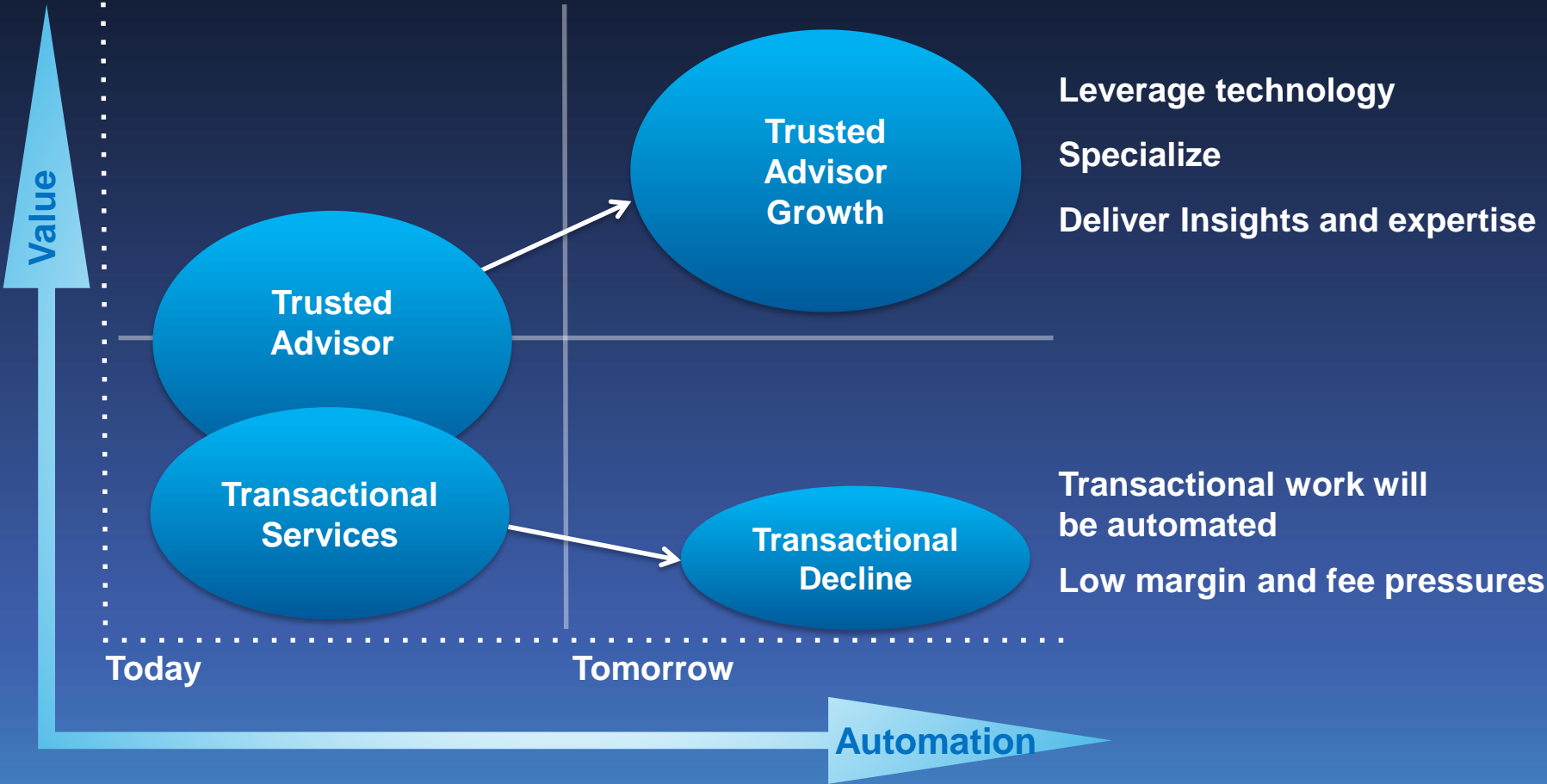
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What we do

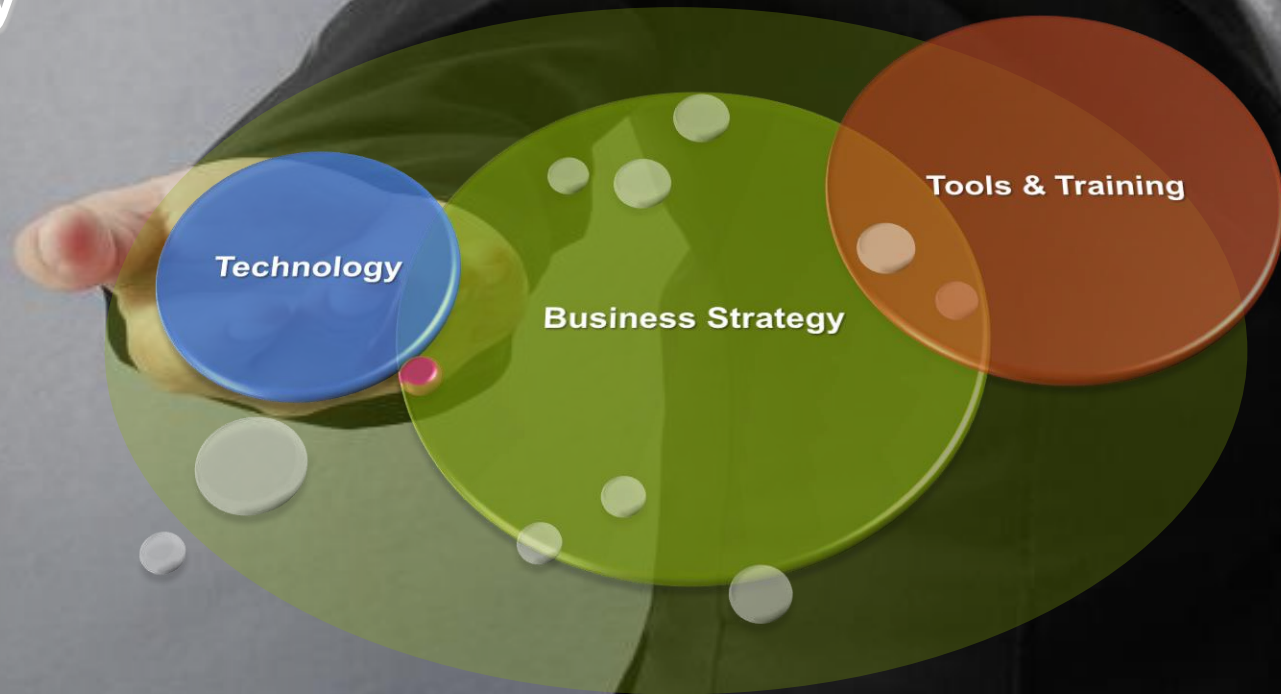
How we do it



# North Star



# Change Management Encompasses More than Technology



# Technologies Transformation of Firm Services

**1 Ecosystem**

**2 Digitization**

**3 Value**

# Accounting Technology Ecosystem

## Accounting



## Tax



## Suites



## Audit



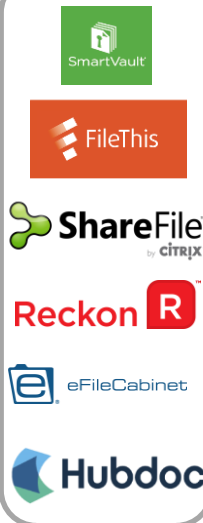
## HR/Payroll



## BI & Finance



## DMS



## IT/Platforms



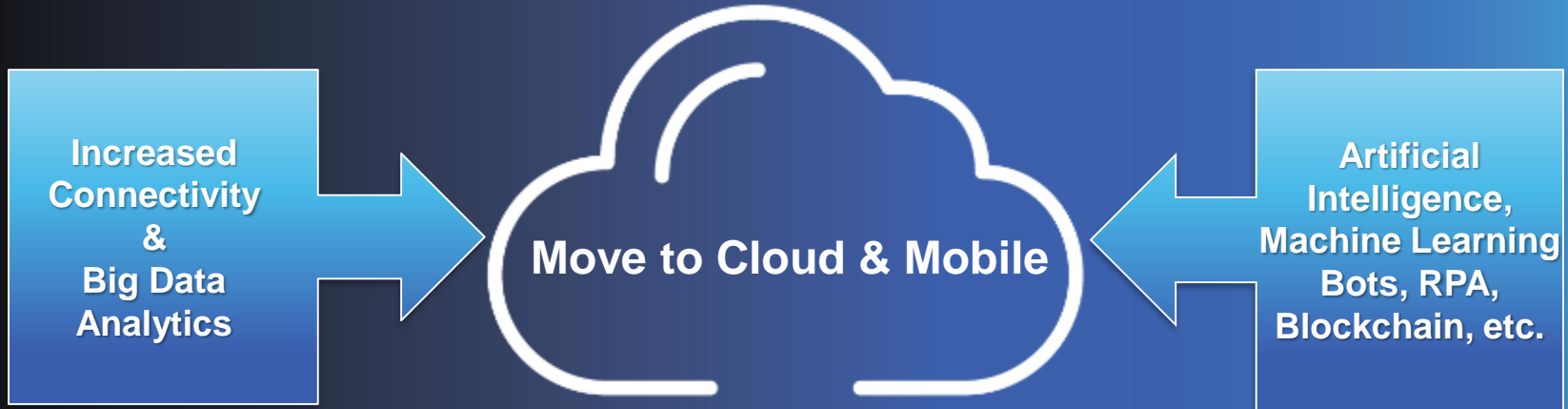
## AP/AR/Expense Management



## Practice Management/Workflow



# Technologies Transformation of Firm Services

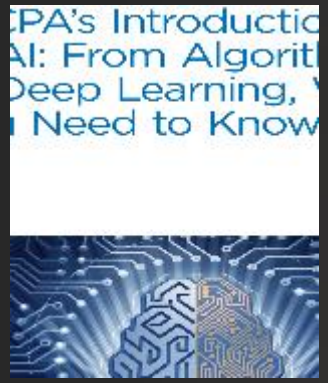


**Profession Well Positioned For Growing Impact & Opportunities**



# Dramatic Shift Ahead Regarding AI Usage

*“Within two years, nearly three-quarters of companies will be using AI or planning to do so” – Deloitte 2019 Report*



## RESOURCES

**CPA.com Report: the Rise of AI:**  
a critical inflection point for the  
accounting profession

**AICPA/CPA Canada whitepaper:**  
A CPA's Introduction to AI, what you  
need to know



# State of Blockchain

1. Business Process Automation

High Fortune 500 Interest

Walmart   
Supply Chain

2. Crypto Assets

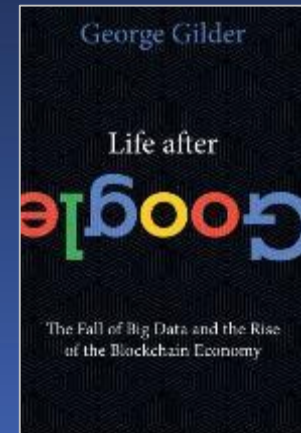


Stable Coin

ICO

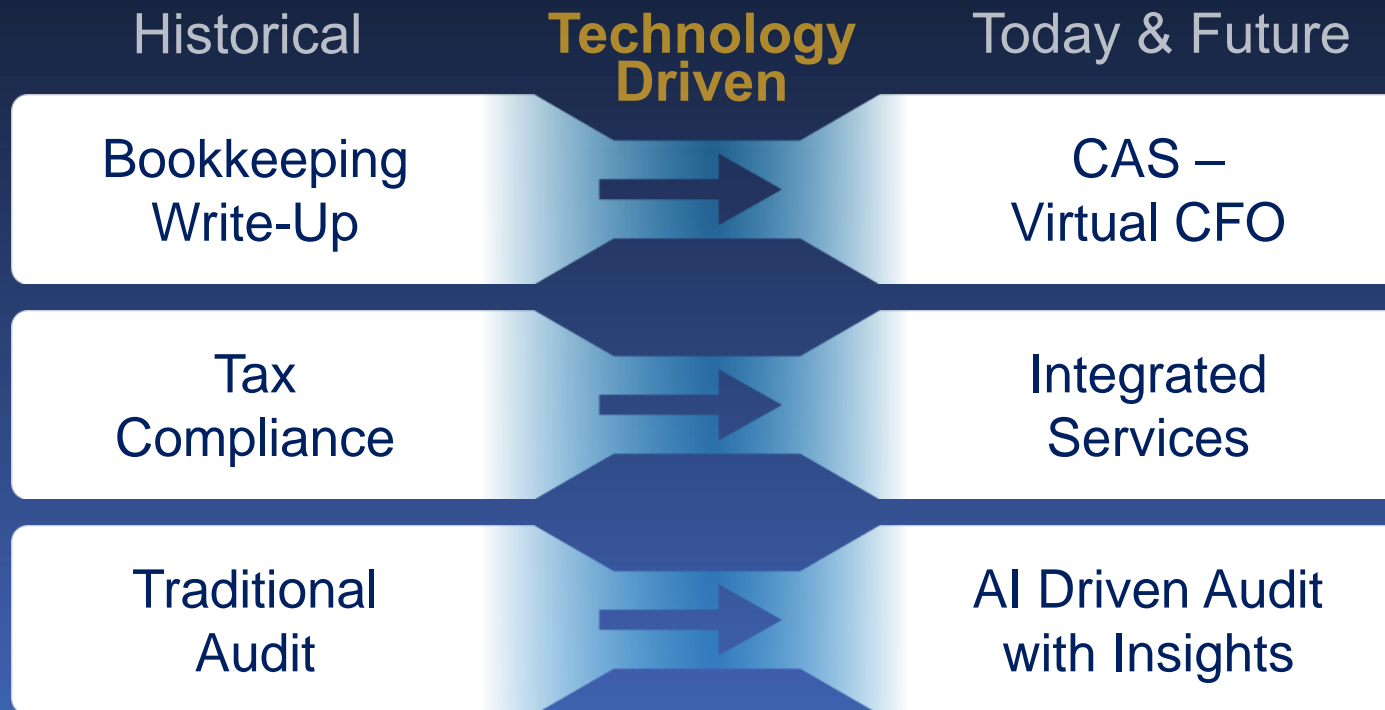
Tokens

3. Internet 3.0 Opportunity



Great opportunity for the profession

# Increasing Firm Value Opportunity



**CPA Profession Total Market: \$110 billion**

\*IBIS 2018 report

# Increasing Importance of Delivering Trust and Insight



The evolution of compliance and advisory services

# The Changing Profession

Technological innovations

+

Changing marketplace demands

=

- Complex compliance
- Advisory services
- SOC services
- Technology and big data
- Higher-level analysis



- Data entry
- Simple Compliance
- Transactional tasks
- Repetitive, rules-based activities



# Audit Services



# Trust in auditors is strong

Investors:

80%

confidence in  
**independent audit  
committees**

81%

confidence in  
**public company  
auditors**

Source: Center for Audit Quality 2018 Main Street Investor Survey

## Expanding role of auditor...



47%

say auditors should perform deeper analysis in the areas they already cover

78%

say auditors should use more sophisticated technologies for data gathering and analysis

*Source: KPMG and Forbes Audit 2025: The Future is Now study*



# Auditing in The Future Key Drivers



**TECHNOLOGY**



**METHODOLOGY**



**STANDARDS**

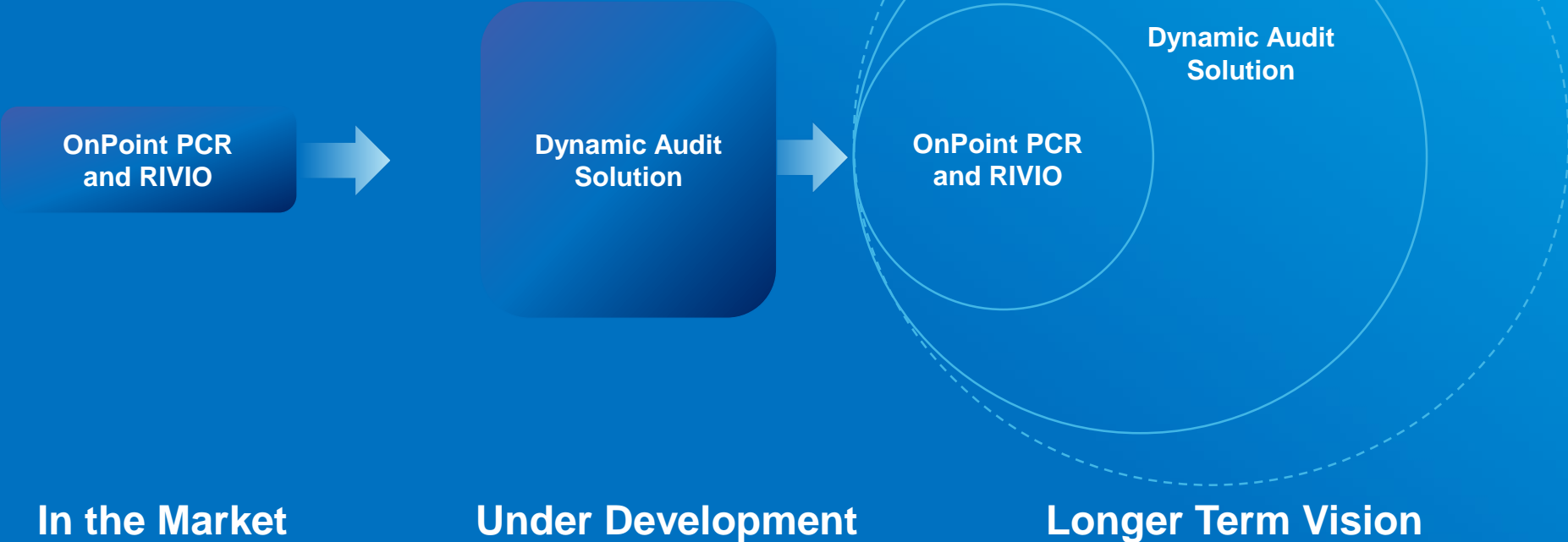


**NEW SKILLS**



# Building a solution to support all assurance services

Fully-integrated solution covering the suite of CPA assurance engagements:





# OnPoint PCR

A smarter way to do  
PCR engagements

A collaborative effort among:



CPA.com



AICPA

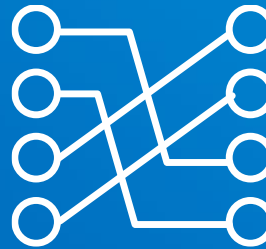


CASEWARE



## Guided Engagements

- Intelligent Checklists
- Interactive Methodology
- Disclosure Checklist Optimization



## Integrated Toolkit

- Trial Balance
- Client Portal
- Leadsheets
- Workflow
- Financial Statements



## Cloud Platform

- Real-time collaboration
- Bank level security
- Reduces IT Burden

# Audit Technology Ecosystem

## Automation of Inputs

**Intelligent Workflow**  
Smart forms, support standards, documentation

**Client & External Data**  
Structured and unstructured (API, OCR Driven)

**Direct Feeds**  
Banks, payments, blockchain subledgers, etc.

## AI Driven Audit

**RPA Data Processing**

**Data Lake of Information  
AI Driven Analysis**

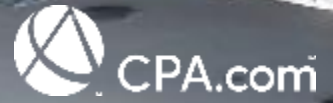
**Data Visualization  
Risk Dashboard**

## Deliver Insights & FSA

**Audited Financial Statement**

**Additional Client Insights & Dashboard**

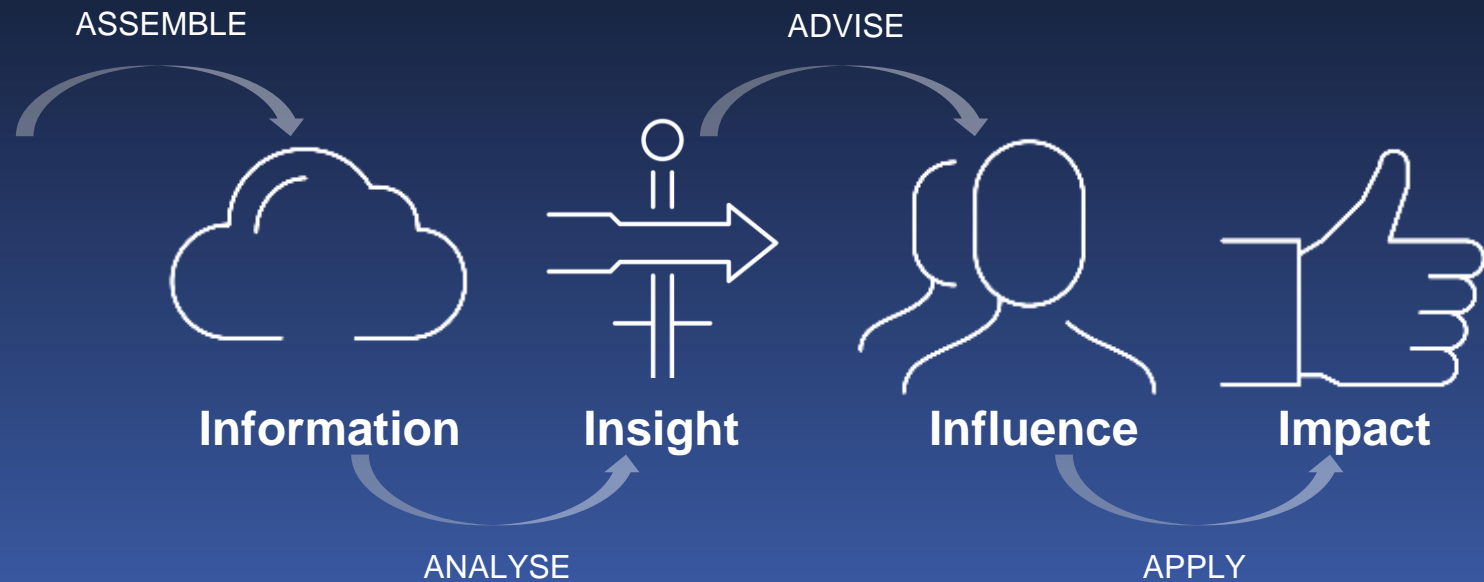
**Drive greater efficiency, quality, and value in the audit process**



# Accounting Services



# Evolution of accounting & finance role



Comfort Zone

Value Zone

# Client accounting advisory (CAS) services

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

## Top services

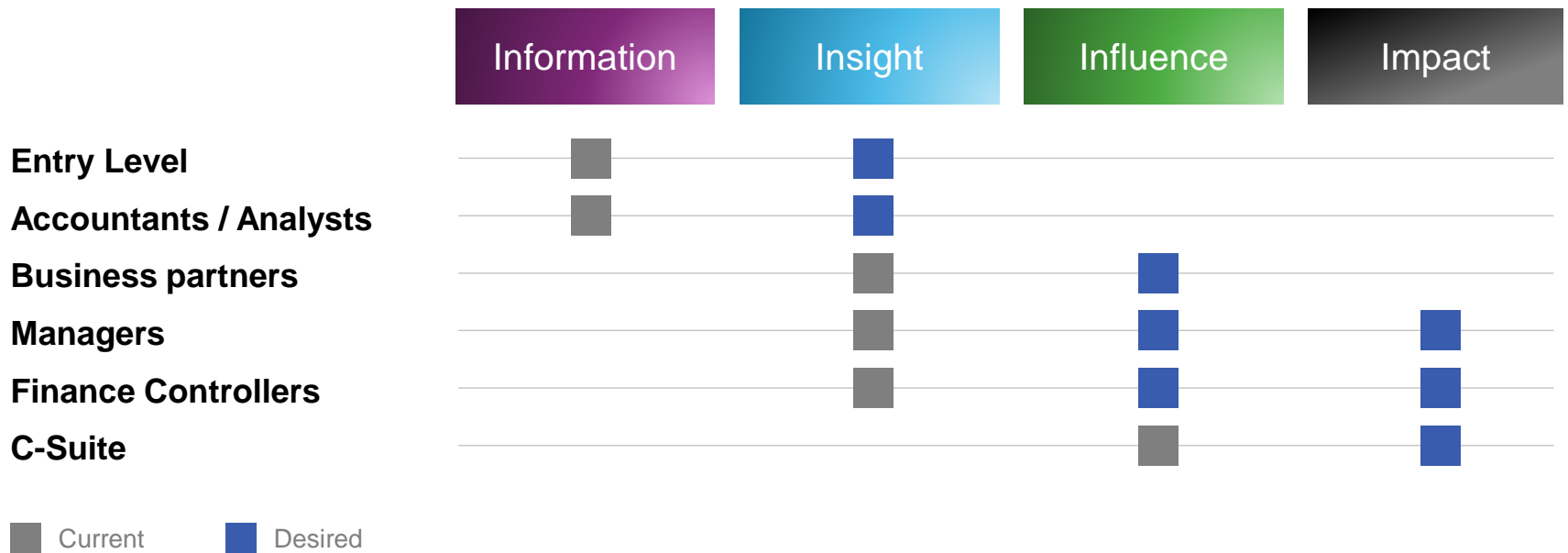
Financial statement preparation

Accounts payable

CFO / controller advisor services

Budgeting / forecasting

# Reinventing finance for a digital world



Source: Association's Future of Finance research





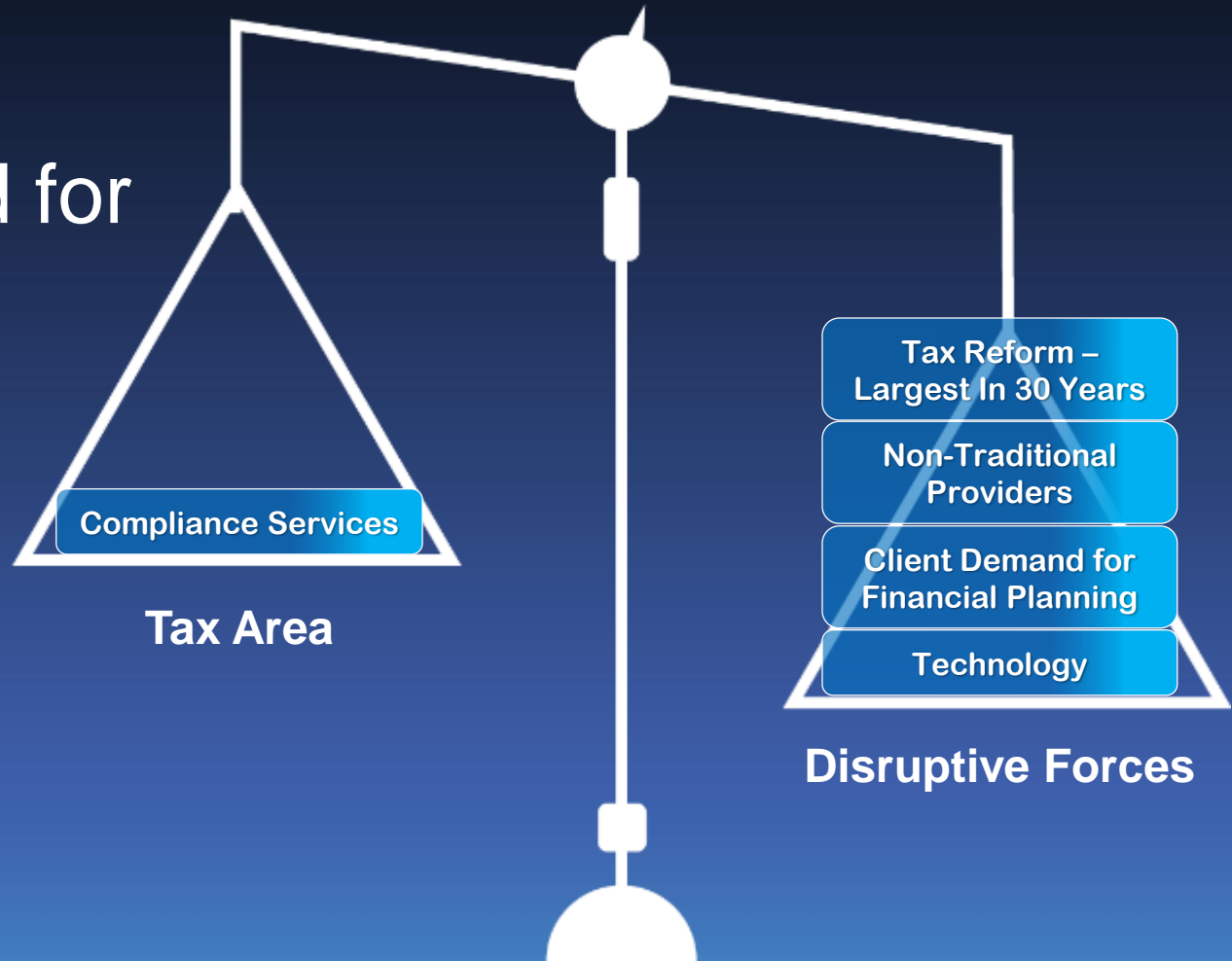
# Tax Services

# How Americans file their taxes



Source: 2018 HR Block presentation based on IRS Data

Disruptive  
period ahead for  
individual  
tax area



# Market Forces And Capabilities For Tax Practitioner

## Tax Preparation Solutions

Thomson, CCH,  
Intuit, Drake,  
Canopy, BNA,  
etc.

## Personal Financial Solutions

Mint.com,  
Personal Capital,  
Credit Karma,  
SoFi, etc.

## Financial Planning Software

eMoney, MGP,  
Right Capital,  
etc.

## Wealth Management Advisors

HDVest,  
1stGlobal, BAM,  
& many others

Significant growth is occurring with Personal Financial Solutions with 100 million users and integrated capabilities of Financial Planning Software

# Planning & Tax Advisory Services

- Market demand is soaring
- Client needs are changing
- Tax reform presents opportunity
- New online resource center & planning certificates

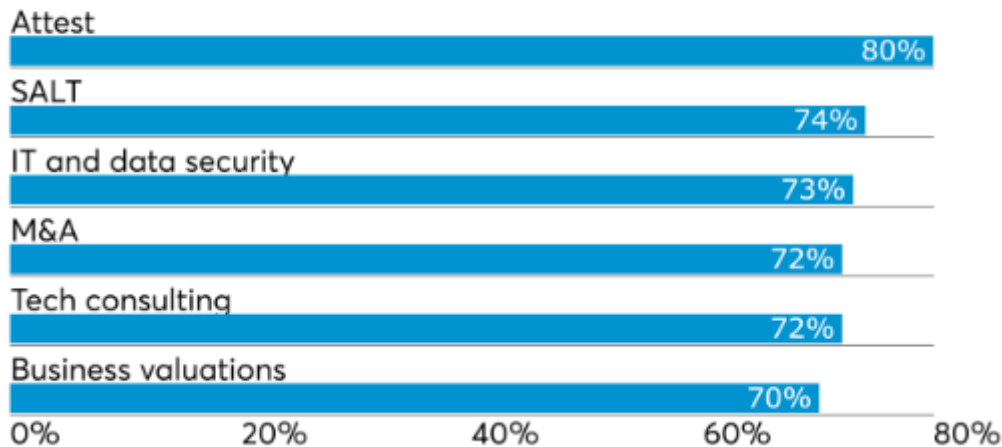


[aicpa.org/growadvisoryservices](http://aicpa.org/growadvisoryservices)

# Niche Growth Area: Sales & Use Tax Services

## Top offerings

Percent of the Top 100 Firms seeing growth in these service areas (of 81 firms responding)



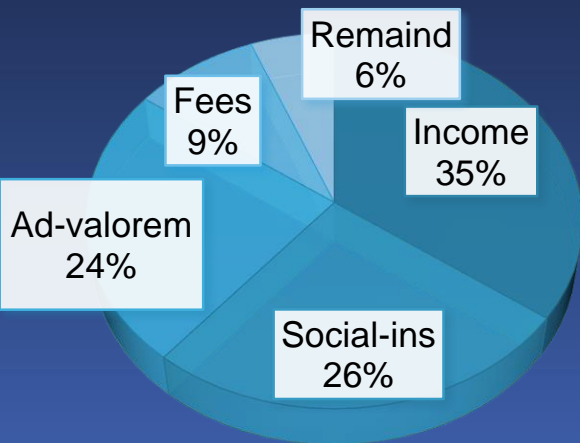
Source: 2019 Top 100 Firms Survey

- Within Top 100 firms SALT was 2nd of niche services polled for growth with 74%
- Primary reason for expected growth is market demand from regulatory changes

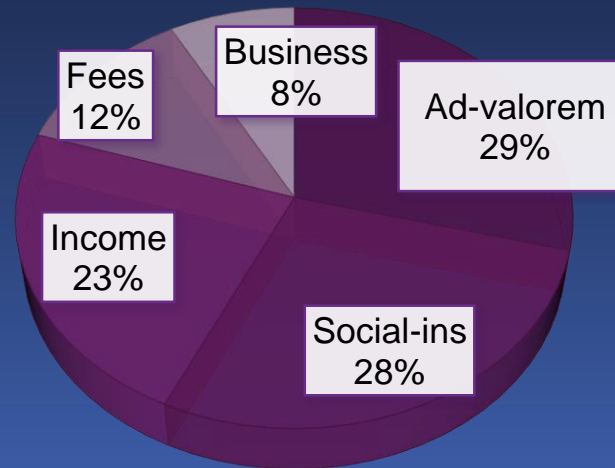
# Total US Tax Collections

## State & Local Taxes – Growing & More Complex

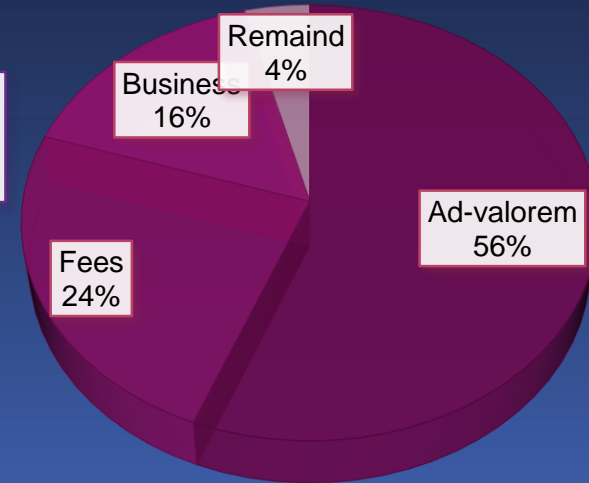
Total Revenue: \$7.01 trn  
United States – FY 2019  
(Federal \$3.4 trn)



State Revenue: \$2.11 trn  
United States – FY 2019



Local Revenue: \$1.47 trn  
United States – FY 2019



Ad-valorem tax is a form of taxation based on the value of a transaction or a property. Key driver is Sales & Use Tax which is forecasted to grow significantly over next few years

Source: USGovernmentRevenue.com

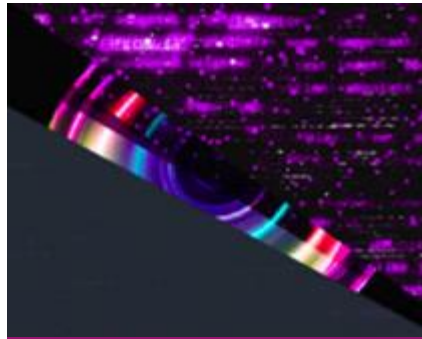
**Learn**

**Unlearn**

**Relearn**



Human intelligence



Data analytics



Robotic process automation

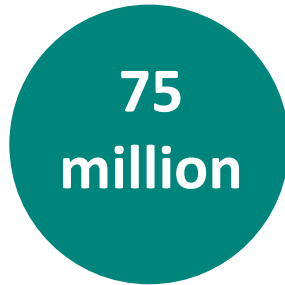


Blockchain



# The job landscape in 2022

Global  
change by  
2022



Source: Future of Jobs Report 2018, World Economic Forum

## Top 10 declining roles

1. Data entry clerks
2. **Accounting, bookkeeping and payroll clerks**
3. Administrative and executive secretaries
4. Assembly and factory workers
5. Client information and customer service workers
6. Business services and administration managers
7. **Accountants and auditors**
8. Material-recording and stock-keeping clerks
9. General and operations managers
10. Postal service clerks

# Growing skills demand

1

2

3

4

5

6

7

8

9

10

Source: World Economic Forum *Future of Jobs*, 2018



# The job landscape in 2022

Global  
change by  
2022



**133**  
**million**

## Top 10 emerging roles

- 1. Data analysts and scientists**
- 2. AI and machine learning specialists**
3. General and operations managers
4. Software and applications developers and analysts
5. Sales and marketing professionals
- 6. Big data specialists**
- 7. Digital transformation specialists**
- 8. New technology specialists**
9. Organizational development specialists
- 10. Information technology services**



New Domain

.CPA

Coming Soon

Trusted. Secure. Verified.

For more information, visit <https://domains.cpa.com>



The future is  
already here...  
Its just not evenly  
distributed

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# New Member Presentations

**Welcome to**  
IAPA

# MORRIS + D'ANGELO, CPAs

Email: [dan@cpadudes.com](mailto:dan@cpadudes.com)

Web: [www.cpadudes.com](http://www.cpadudes.com)



Contact Partner:  
Daniel D. Morris  
CPA, CGMA, TEP

No. offices: 3

No. partners/principal: 5

No. staff: 14

## Firm Focus:

We are a Tech-Centric Firm founded in the Silicon Valley, focusing on Creative Cross-Border Solutions in an ever-changing and complex world where families, entrepreneurship, generational transfers, asset protection, taxation, law, philanthropy, and stewardship intersect. We Sell Sleep.



Service	Percentage
Accountancy & Bookkeeping	5%
Audit & Risk Advisory	
Consultancy	45%
Corporate Finance & M&A	5%
Insolvency	
Other	
Outsourced Services	
Taxation	45%



## Providing Solutions No One Else Has

Along with core compliance services we emphasize Non-Traditional Services:

- Offshore Compliance and International Tax
- Global Business Structures
- Crypto-Currency & Initial Coin Offerings
- Global Estate & Trust

**We at Morris + D'Angelo know the Firms of the Future help their customers Sleep at Night**



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# Doing Business in the USA

**Norman Schulman**  
Schulman Lobel