The AICPA Private Companies Practice Section (PCPS) has developed the Firm inMotion e-Toolkit to help firms:

- Stay on top of new and emerging trends
- Embrace generational differences
- Continue to meet client needs and expectations

How Do We Embrace the Future? Expanding upon the CPA Horizons 2025 Report, which discussed the forecasted trends that CPAs believe will affect the profession in the years to come, this toolkit goes beyond that analysis to provide the “how” — how firms can make the transition to being a high-performing firm of the future. This toolkit provides customizable, practical tools to help firms move in this direction and remain aligned with the vision provided in the Horizons 2025 Report.

**Why Dashboard: Use of Technology**

**Diagnostic Report**

**What Are the Generations Thinking?**

**Traditionalists and Baby Boomers:**

- “I don’t think I have the time to look into some of the newer technologies available today. I don’t even know where to begin.”
- “Will implementing new technology be worth the cost and staff training time?”

**Generation X and Millennials:**

- “Using new forms of technology can help my firm work better and faster. What information can I share with my firm to encourage them to consider new possibilities?”
- “How can I show firm leadership the ROI realized through new forms of technology?”

**Full Speed Ahead — Adopt Leading-Edge Technologies; Believe There Is an Opportunity Cost in Late Adoption**

- **The Firm inMotion e-Toolkit use of technology component**
  - Identifies firms’ perspectives on technology as “a key differentiator between low-performing firms and high-performing firms”
  - Provides strategies to effectively update and implement new forms of technology
  - Suggests tools to see technology as a strategic enabler and competitive advantage
  - Identifies “top solutions” empowering firms to explore and consider implementing new technologies
## What's in it for the firm?
- Offers guidance to effectively deploy technology and maximize the return on their investment in technology
- Helps firms decide what technology is right for them and how to implement it effectively into their strategic plan
- Guides firms in setting their technology direction for the next 3–5 years

## What's in it for the staff?
- Allows staff to get involved in the process of testing and reviewing new technology solutions and empowers staff to be a part of the firm’s process decisions
- Offers information on new and emerging technologies
- Allows staff the opportunity to start using newer technologies on engagements and provide helpful technology advice to clients

### IT Strategy Tools
- **IT Strategy Template** to document the firm’s IT objectives, strategy and measurements
- **IT Governance Checklist** to ensure firms are continuously implementing technology that aligns with the firm’s overall strategy and performance objectives
- **IT Budget Calculator** to provide a quick budget when setting firm expectations of technology costs
- **Technology Selection Analysis Questionnaire** to help firms analyze a new technology solution and how it fits with the overall IT strategy
- **Sample Implementation Roadmap** to guide firms through evaluation, implementation and execution after an IT solution has been determined

### Practical Practices and Future Trends Tools
- **Best Practices Checklist** to help firms on their way to transition to a high-performing firm
- **Innovative Practices Checklist** for those firms looking to be more advanced in their technology initiatives

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<thead>
<tr>
<th>Excellence Element</th>
<th>Traditional CPAs, Inc.</th>
<th>Progressive CPAs, LLC</th>
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<tbody>
<tr>
<td><strong>IT Leader or Implementation Team</strong></td>
<td>Only focused on firm infrastructure and upgrades to existing software</td>
<td>In addition to infrastructure, looks at keeping the firm tapped into emerging technologies to increase staff efficiencies and client collaboration</td>
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<td><strong>Workflow Management</strong></td>
<td>Low level of workflow standardization across the firm; varies on the partner or manager in charge of the engagement</td>
<td>Workflow standardized across the firm; automated tools are deployed to help manage and track workflow</td>
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<tr>
<td><strong>Staff Performance and Cost Management</strong></td>
<td>Staff performance is measured by “billable hour” and engagements performed; treats staff as fixed cost and doesn’t analyze opportunity cost of staff assignments</td>
<td>Uses other measures in addition to “billable hour” to measure staff performance; looks at both revenue potential and cost basis aspects of staff</td>
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<td><strong>Technology Usage and Training</strong></td>
<td>Technologies made available to staff, but usage is not required; training is not standardized and leadership provides it as needed</td>
<td>All existing staff provided training during new technology rollout; new staff training takes place during the onboarding process; usage required by policy, with some exceptions</td>
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The chart above was adapted from CPA.com white paper Automation is Key to Improving Efficiency and Effectiveness of Audits by Donny C. Shimamoto, CPA/CITP, CGMA.