

CPA contemporary business issue

Module 1: the accountant as strategic business adviser

Part A: the need for advice

The quest for productivity

- Productivity – outputs as a ratio of the inputs – how efficient we are at producing goods & service
- Benefit of improved productivity can be shared
 - With employees (higher wages)
 - With customer (lower prices)
 - With suppliers (higher prices)
 - With government (higher taxes)
- Dramatic cost-cutting / other short-term approaches -> can lead to false productivity
- Long term productivity improvement often requires investment in
 - Employee skills, training, development and culture, and combining this with new systems, technology and infrastructure
- Productivity – ethical dimension
 - Deploy people as resource in the most efficient manner – possible dehumanisation
 - Lower costs & productivity – can lead to safety & environmental degradation & reduction in living conditions
- High-cost countries – focus higher up the value chain and must innovate and expand into new areas

Factors leading to the demand for advice

	Small enterprise	Mid-sized enterprise	Large enterprise
Organisation	<ul style="list-style-type: none"> • Entrepreneurial leadership • Focused product/ service range 	<ul style="list-style-type: none"> • Entrepreneur less dominant, with small team of other professionals • More sophisticated core business, but still has basic support processes (finance, hr) • Market data and business planning beginning to be employed, often with outside help • Growth is through new products, new markets and integration 	<ul style="list-style-type: none"> • Separation of capital and management • Wider product/ service range and multiple locations • Formal support functions (finance, legal advice, hr) • Slower response time to business changes
Strategy	<ul style="list-style-type: none"> • Reacts quickly to business changes • Managing is intuitive, often no business plan • Growth is on a customer-by-customer basis 	<ul style="list-style-type: none"> • Market data and business planning beginning to be employed, often with outside help • Growth is through new products, new markets and integration 	<ul style="list-style-type: none"> • Formal planning process and business/ strategic plan • Growth is through merger and acquisition
Customer/ community	<ul style="list-style-type: none"> • Few customers account for large part of turnover • Close to their customers and customers' business plans 	<ul style="list-style-type: none"> • Growth of customer base • Moving away from the direct proximity of their clients 	<ul style="list-style-type: none"> • Large, international customer base • Success or failure of the organisation is felt through the whole supply chain, the employee base and the wider community
Financial	<ul style="list-style-type: none"> • Private funding, family and/or employee owned • Often no formal budgeting process • Few conformance requirements 	<ul style="list-style-type: none"> • External funding sought • Annual budget and operating plan • Often still weak in applying accounting and tax matters with strong reliance on outside help 	<ul style="list-style-type: none"> • Capitalisation through public investors, exchange listing • Detailed budgeting processes • Full finance and accounting function
Governance	<ul style="list-style-type: none"> • The entrepreneur manages and controls by observation • Hands-on management and control • No internal audit 	<ul style="list-style-type: none"> • Advisory board may be set up—mostly insiders • Internal control becomes more formalised • Internal audit function is likely to appear 	<ul style="list-style-type: none"> • Independent non-executive board • Formal and clear internal control and reporting structure • Full internal audit function
Work force	<ul style="list-style-type: none"> • Individuals are very important: multifunctional, cross-trained and loyal • External support services needed (finance, hr, legal advice, IT) 	<ul style="list-style-type: none"> • Employees still wearing several hats • Some support services brought in-house (finance, hr, IT) 	<ul style="list-style-type: none"> • Formal and specialised functions and roles • Most support services brought in-house unless specific decision to outsource
IT processes	<ul style="list-style-type: none"> • Technology implementation is as needed 	<ul style="list-style-type: none"> • Using more automation • Likely to have a disaster-recovery program focused on IT functions 	<ul style="list-style-type: none"> • Internally self-sufficient (or function outsourced) • Has formal contingency plans and business continuity plan

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