



Accounting in extraordinary times

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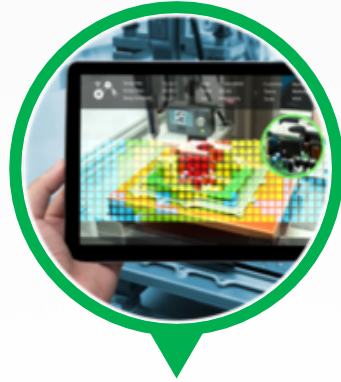
U.S./Mexico Summit, January 2018







Artificial intelligence



Augmented reality



Virtual reality



Robots



Blockchain



Bitcoin

Blockchain

- Blockchain \neq Bitcoin
- Bitcoin is an *implementation* of the technology
- Blockchain is the core technology

Middle-market disruption

73% expect to experience
disruption in **next 3 years**

79% view disruption as
an **opportunity**



Defining
our future



Developing
competencies



Positioning
for success

Defining our future





Auditing in the Future

Cybersecurity Risk
Management

Integrated Reporting
/ Sustainability

Blockchain



Tax of the Future

New client expectations

Technology adoption

International tax principles



Management accounting

Business model resources

Global Management
Accounting Principles

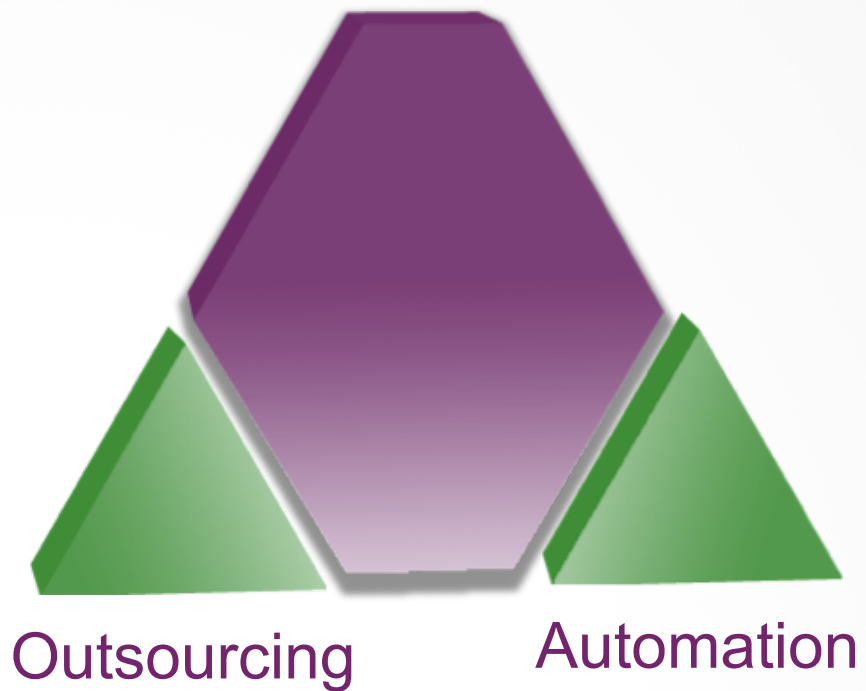
CGMA in U.S.

Future of Finance

Developing competencies



Digital age is transforming organizations



Development of highly skilled digitally proficient middle layer key to firms

Firm hiring of new accounting graduates has slowed

8,300 ↓

New accounting
graduate
firm hires since 2014



20% of total new hires
were non-accounting grads

Firm M&A activity: New service areas

26%

of largest US firm
acquisitions in 2017
were of **non-CPA** firms

↑ 8% over same period 2016



37% of those
acquisitions were **technology
skills**

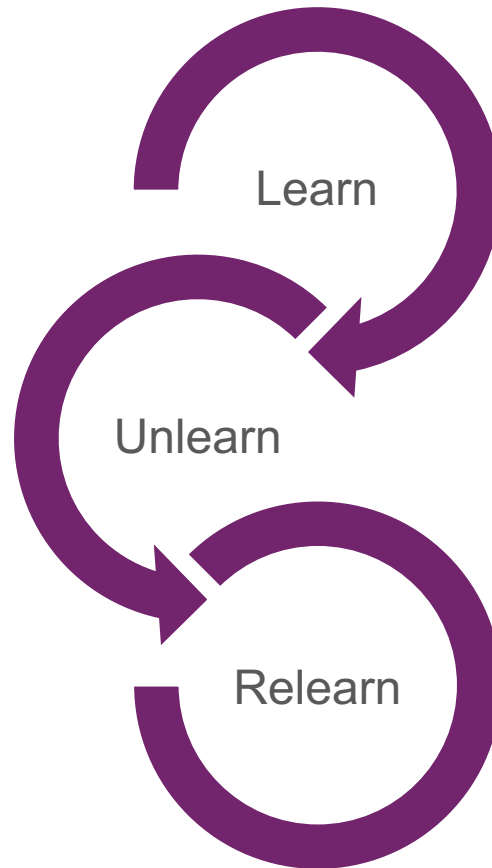
As of October 18, 2017

“5 years from now, more than a third of skills considered important today will no longer be relevant.”

World Economic Forum



Agile mindset





49%

of members believe
acquiring new skills
and knowledge will
enhance their careers

Desired skills

29%

Coaching & mentoring

26%

Accounting information
systems

25%

Business planning

25%

Strategy



Profession-wide skills development

Competency-based learning

New learning models

Leadership development

Positioning for success





Think
different.

Be bold.

Move fast.

aicpa-cima.com/extraordinarytimes