

INTERNATIONAL BUSINESS

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The network
for doing
business

WHY GO INTERNATIONAL

REEL IN THE BENEFITS

As companies, both large and small, search for new international markets in today's global economy, they appreciate the differences between trading in their home market, with its known parameters, and marketing products overseas.

Competing overseas usually involves greater risk and requires a detailed understanding of uncertainties – such as currency prices, payments, regulations, cultural matters, market structures and protocols. Competing overseas requires business partnerships to provide local expertise and support.

ACHIEVE MORE BY GOING INTERNATIONAL

Yet, a successful presence in overseas markets will help businesses achieve:

- **Increased growth beyond what is possible domestically** – leading to economies of scale, such as larger production runs that reduce costs
- **A competitive edge** – exposure to intensive competition, new products and ideas, more efficient technologies and better working practices increase the company's ability to compete

- **Greater sales volume** – translating into higher earnings, especially where margins in some markets exceed those in the domestic market, thereby increasing resilience of revenues and profits
- **The ability to spread risks** – while product sales in the home market may be in decline, those in overseas markets may be booming
- **Higher profile and brand awareness** – leading to increased reputation with existing customers and improved staff morale
- **Spreading the exchange rate risk** – for example, if a business does most of its trade in US dollars, it may want to start trading with Japan to spread the exchange rate risk between the dollar and the yen
- **Increased commercial lifespan of products and services** – and therefore increased returns on investment in research & development.

KEY PERFORMANCE FACTORS

The size of your business is not a key factor; nor, often, is the product sector.

What is important is:

- The product meets local need
- Overseas teams are trained
- Long-term partner relationships are established
- New markets are established to compensate for less buoyant ones
- Focus is on marketing and customer service
- Products are robust enough to compete within overseas markets.

Economic research by business advisory services, such as chambers of trade, consistently shows that companies which export to *any* country, in *any* financial climate, perform better than those which do not.



guides to doing business

Doing Business Guides on setting up a business in each country in the UHY network of member firms are available online on our website at:

<http://www.uhy.com/category/publications/doing-business-guides/>

'ONE-STOP-SHOP' FOR INTERNATIONAL GROWTH

UHY can assist through its services in 270 business centres in 86 countries

The global UHY network is ideally placed to help you assess and exploit global market opportunities, and minimise risks for your business in international markets.

Through UHY's global presence across 270 business centres in 86 countries, UHY member firms are able to provide the on-the-ground knowledge and market insight which can be crucial for success.

"Expanding your business abroad is a big step," says UHY chairman Ladislav Hornan. "If you are looking to grow your business internationally, member firms in our network can provide practical support and advice during the entire process."

"Whether exporting for the first time, or entering a new international market, selling goods or services abroad is an excellent way of gaining exposure to longer-term growth and high-impact profits."

"As governments make efforts to facilitate cross-border trading and it therefore becomes easier to do business internationally, an increasing number of dynamic companies are looking to transfer their expertise overseas."

"We will walk you through the different steps involved in the internationalisation process, from establishing in-country business contacts to help you research your potential market, to addressing operational and trading issues."

"Our experts can help you carry out a risk assessment of the factors involved in doing business in your chosen market, and assist you in calculating a complex matrix of market entry factors."

KEY SERVICES

Services offered* include:

- Initial market research and assessment
- Identification of competitors and potential targets
- Cultural differences and customs
- Business etiquette and protocol
- Local business and political environment
- Finance, grants and incentives
- Taxation & business structures
- Personal introductions and networking opportunities with relevant third parties
- Finding business premises
- Employing staff and human resource requirements and legislation
- Accounting and auditing requirements such as Letter of Intent
- Due diligence processes, sale purchase agreements, merger/joint venture/agency agreements.

* Not all of the services described are provided by every UHY member firm. The provision of some services may be restricted in some areas depending on local legislation.

For details of the UHY member firm in your country visit: www.uhy.com





If you are looking to grow your business internationally, member firms in our network can provide practical support during the entire process.



STEP 1: GETTING STARTED

HAVE YOU?

1. Reviewed your international potential?

Take time to consider the realities of setting up a subsidiary, or licensing an agent, abroad and be aware of the implications for all aspects of your business. Consider the support you will need.

2. Developed an action plan?

Going international is a process, which needs to be planned. Clear and focused objectives are needed. International businesses need to be realistic as to what can be achieved within a given timescale.

3. Researched and prepared to visit the market?

Researching markets is essential to help reduce risk and improve the chance of success. Research is usually a combination of desk and field research. Each business and each market is unique. Taking part in overseas events, trade fairs or missions is an effective way to do field research to test markets, attract customers, appoint agents or distributors and make sales.

4. Explored routes to market entry?

Choosing a sales presence in an overseas market can be complex. There are a number of options:

- Subsidiary
- Branch
- Joint venture
- Agent
- Distributor
- Licensing
- Franchise
- Internet sales
- Direct sales to retail
- Direct business-to-business sales.

The suitability of each will depend on your company and your products and services.

5. Found out about selling and marketing your product overseas?

Consider how to market and sell your product overseas. A number of elements make up the marketing mix to ensure competitiveness, including uniqueness of product, price, location and distribution channel. Whether you are new to international markets, or an established international trader, consider taking advantage of the growing opportunities to do business online.

6. Identified cultural and linguistic challenges?

Your relationships with people from other cultures, who have different languages from your own, can be enhanced when you are aware of cultural differences such as communication styles, religious beliefs, power structures, and attitudes toward time and work.

7. Prepared to manage finance, payment and risk?

Managing international risk is an important part of exporting. There are several categories of risk to take into account. Some of the most important are:

- **Commercial** – Non-payment, insolvency, contract disputes, overdue payment, intellectual property rights, brand, reputation
- **Political** – Government change, war, riots, terrorism, border disputes, changes in laws
- **Country** – Exchange rate, high inflation, lack of hard currency. Choosing the most appropriate method of payment and exchange rate is an important decision to manage cash flow.

8. Protected your intellectual property?

Protecting your intellectual property can be the difference between commercial success and failure.

9. Fulfilled orders and got documentation correct?

It is important to know at an early stage regulations and legal requirements which must be complied with and trading terms which might apply. If done incorrectly, penalties can be severe.

10. Chosen a distribution method?

Consider the implications of delivering and selling over long distances. The kind of goods you export, the level of demand and the type of costs involved can all dictate your distribution options.

CASE STUDY

SUPPORT FOR INTERNATIONAL ACQUISITION

Grupo**arbulu** is the biggest marine electronic group in Spain and one of the largest in Europe. Its main activities are focused on building deep-sea and high-sea fishing vessels (trawlers and tuna-clippers), coast fishing vessels and workboats and operating a large and specialised marine electronic distribution network for equipment such as radio and satellite communications.

Grupo**arbulu** – with an annual turnover in excess of Euro 70 million – has more than 6,000 clients, works on 11,000 vessels, and carries out more than 4,000 technical visits per year. The company has its headquarters in Madrid, Spain, and commercial and technical offices and depots in key harbours in Spain, Portugal, Italy, Malta, Morocco, Netherlands, Ecuador, Panama, Côte d'Ivoire, France, the Seychelles, South Africa and Antigua in the Caribbean.

Together with the CEO of Grupo**arbulu**, UHY's firm in Spain, UHY Fay & Co, developed a strategy for growth and set it out in a presentation, *Global Leaders: an opportunity for growth*, to define Grupo**arbulu**'s internationalisation project and deliver it to potential targets (for acquisition or joint venture).

UHY MEMBER SERVICES

"We have been leading the 'Global Leaders' project for the past six years," says UHY Fay & Co co-managing partner,

Bernard Fay. "Over that time, we have joined forces with several UHY member firms to carry out several acquisitions."

The first engagement involved UHY Danish member firm, INFO:REVISION A/S, which supported the client's acquisition of Aage Hempel A/S, one of the market leaders in marine electronics services for commercial vessels in Europe. The corporate finance team at UHY Fay & Co fulfilled the acquisition consultancy and INFO:REVISION A/S supported the Danish part of the assignment.

The operation was a success and so UHY Fay & Co was appointed by Grupo**arbulu** to lead the acquisition of E3 Systems, a leading communications integrator in the super yacht market, with seven offices in five countries. As E3 Systems was based in Spain, the operation was carried out from beginning to end by UHY Fay & Co.

Next was the acquisition of SMD Telecommunications, founded in 1952 and the longest established company specialising in marine electronics in South Africa. For this acquisition, UHY Fay & Co worked with UHY Hellmann (SA), Johannesburg, South Africa, which carried out the due diligence. As a result, UHY Hellmann (SA) became auditors for SMD Telecommunications.

Currently, seven UHY member firms provide services to Grupo**arbulu**:

- UHY Fay & Co, Spain
- INFO:REVISION A/S, Denmark
- UHY Botello & Marquez S.A., Panama

- UHY Pace, Galea Musù & Co, Malta
- Govers Accountants/Consultants, Netherlands
- UHY Ben Mokhtar & Co, Morocco
- UHY Hellmann (SA), South Africa.

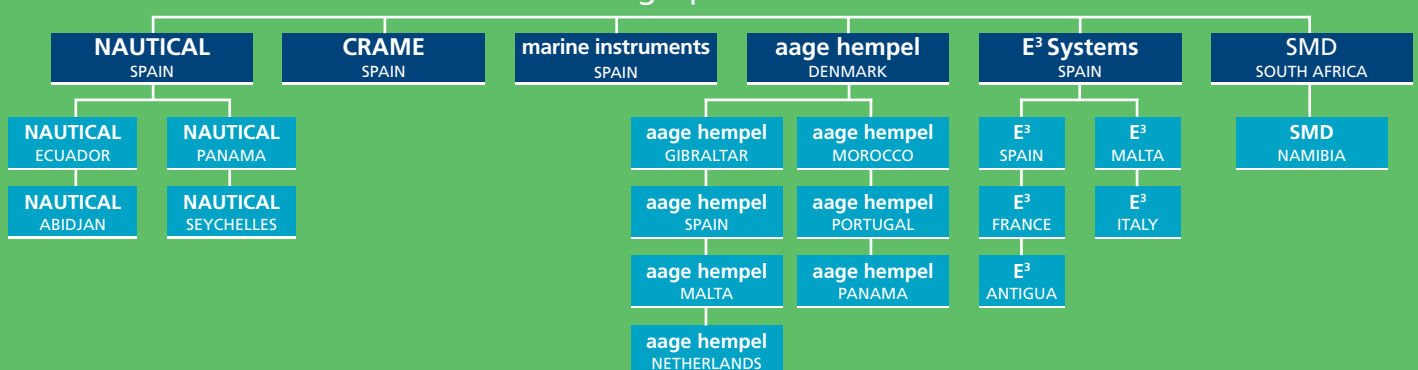
Iñaki Arbulu, CEO of Grupo**arbulu**, says: "We chose UHY Fay & Co in particular because they complied with our requirements and impressed us with their values and their international mindset, and because they are clearly oriented to results.

"In our experience, the main difference working with UHY compared to others is the flat structure of the UHY network which enables efficient access and communication at the highest level, swift solution of incidents and issues, and an international vision with a global focus adequate to corporate structures such as ours."

Grupo**arbulu**, before 2008 when they contacted UHY Fay & Co, had three main entities: Nautical (with subsidiaries in Ecuador, Panama, Seychelles and Abidjan, Côte d'Ivoire) Crame and Marine Instruments. Now Grupo**arbulu** in 2013, after five years to date of their internationalisation process, working with UHY Fay & Co, has the structure below.

Contact: Bernard Fay
Email: bfay@uhy-fay.com

grupoarbulu



STEP 2: IDENTIFY YOUR MARKET NICHE

THERE'S RARELY SUCH A THING AS A GLOBAL MARKET

"International trade involves recognising that people all over the world have different needs," says UHY marketing & business development manager Dominique Maeremans. "Many products will only suit specific countries because of different values, customs, languages, technical standards and currencies.

"There is rarely such a thing as a global market, but rather a number of different overseas markets. In order to pinpoint markets where a business is most likely to be successful in selling its products, a lot of groundwork has to be done and advice sought. It is also just as important to identify unsuitable markets.

"The nature and type of market a company is considering entering is particularly important. For example, some businesses might find a small market to be a useful way of slowly expanding into international markets, while for others, only a large market could provide them with the potential to realise their ambitions.

"Another factor to consider is the speed at which the market is growing. It is usually easier to take a share of an expanding market than to fight for a share of a market that is already mature or declining. The quality of competition in some markets may make entering these markets difficult. Focusing on countries with fewer competitors might be more beneficial. The degree of similarity to the company's home territory, or other markets in which a business operates, can also be valuable, as it can be hard for companies to break into markets lacking common ground."

KEY SERVICES

UHY member firms' business advisory services help clients identify suitable markets by:

- Explaining the different phases of the business cycle (downturn, bust, recovery, boom) and how a company needs to respond to each in order to remain viable
- Showing how a business needs to anticipate external factors –

political, economic, social, technological, environmental, legal – and how to manage the effects on the business

- Considering factors regarding competition (such as consumer knowledge, control of prices, number of rival products, ease of access to the market)
- Looking at how a business should demonstrate its business ethics, corporate responsibility and values regarding the new wider community and society
- Exploring factors affecting globalisation, such as technological change, deregulation of business, changing consumer demand, emerging markets, and the effects these have on a business.

For details of the UHY member firm in your country visit: www.uhy.com



Videos highlight overseas expansion

UHY's member firms in the US have produced a video series for US clients on the challenges of establishing presence in foreign markets, with interviews with clients who have gone offshore, as well as UHY professionals and legal experts.

See: <http://www.uhyllp-us.com/uhyllp/videos/>

STEP 3: RISKS & CHALLENGES FOR SMES

DON'T 'JUMP' WHEN YOU SEE OPPORTUNITIES

Small to medium-size (SME) businesses dominate the international business arena by contributing 97% to the number of exports, according to the US Department of Commerce.

These businesses are able to take advantage of significant growth opportunities, but not without overcoming challenges and risks.

Too often, says the US department, business owners 'jump' when they see opportunities abroad, without first taking the time to research the market and train their employees for the challenges they may face.

HAVE YOU THOUGHT ABOUT THE RISKS AND CHALLENGES?

Inexperienced management team

The SME management may not have experience of international businesses. Experience is critical for businesses to move into the international market with the fewest surprises, mistakes and expenses. The existing management team should have the right expertise or be trained beforehand. Another option is to hire internal or external experts to guide decision-making.

No local marketing contacts nor partners Connections in the new international market are a valuable asset when pushing products out faster and obtaining a quicker return on investment.

Laws and regulations Each country has its own set of laws and regulations

for importing goods, taxes, and even selling online.

Some products are banned in some countries and, even though you may not be aware of these restrictions, your company may end up in legal difficulty if your company ships those products.

Obtain legal advice from an experienced business lawyer for the new market and research which laws and regulations will affect your business. Finding information online does not replace legal advice from a specialist.

Inadequate infrastructure

Some countries do not have adequate infrastructure for transporting goods. Find out which obstacles exist and what should be done to overcome them or what adjustments should be made.

Cultural and language barriers

Researching the local culture and speaking the same language is not enough to communicate efficiently. When two people are speaking the same sentence, the underlying meaning may not be the same. Find out how the locals conduct business and how their culture affects their decision-making and communication.

Corruption among officials

Corruption is more prevalent than most small business owners are prepared for. Research the new market country and find out how business is truly conducted.

Flexibility

After entering into the new market, the business may have to adapt further to the local market. Small businesses

that are not flexible or refuse to make alternations will lose out on customers and revenue.

Tariffs and quotas awareness

Countries add taxes or restrictions to particular products coming into their country to give their own businesses a higher advantage. Unsuspecting small business owners unaware of these tariffs and quotas can end up at a loss.

Pricing not optimised for the country

Small business owners who price products the same abroad as in their home territory are either overcharging or undercharging customers. In countries with a lower GDP, consumers have less money to spend on purchases so lower price points should be set to attract more buyers – after also taking into account higher or lower costs of production.

No after-sales services

Customer support should be available in the language of each country and be conveniently accessible. Customers should not have to pay long distance call charges to get help. Small business owners may choose to outsource customer support to a customer call centre within the new market country (or a country with the same language), provide a local phone number (or toll-free number), email support (but make sure the internet is widely available in the new market country), and live chat through its company website.

Wrong payment methods

SME owners must address payment methods before accepting or placing international orders. Countries may have different payment methods that are locally popular, but may not be commonly used internationally. Always select the safest option for you. The currency exchange rate is also important: be aware of currency exchange rates at the time of buying or selling products. Drastic changes on exchange rates may scupper your business.

CASE STUDIES

SUPPORT FOR INTERNATIONAL EXPANSION

1, UHY Glassman Esquivel supports the international growth of family-owned, optical retailer Devlyn Opticos through fiscal, financial and accounting advice and guidance – especially through analysing joint venture contracts, and providing opportunities to reduce unnecessary costs and attain due diligence.

Founded in 1936, Devlyn Opticos is one of the largest optical retailers in Latin America with 880 retail locations in the US, Mexico, Guatemala and El Salvador and more than 4,000 employees.

Most Devlyn Opticos stores are located in or near grocery and department stores, such as Wal-Mart, Sears, HEB, Sam's, Superior, Coppel and Famsa.

These major retailers benefit from added value for their customers through Devlyn's high quality yet affordable optical products and services.

The company also has a strong brand presence outside their optical stores through vision care products such as eye vitamins, eye drops and eye make-up remover. Through a partnership with Genomma Lab (BMV:LAB), the largest pharmaceutical and personal care product manufacturer in Latin America, these products are now sold in grocery retailers and drug store chains in Mexico and are destined for the US and other major markets of Central and South America.

From its base in Mexico City, UHY Glassman Esquivel has provided a myriad of financial and fiscal services, as well as international business consulting, to provide the client with conditions for a sustainable growth model over the past 25 years.

As Devlyn Opticos grew and became more diversified, the UHY firm also provided commercial contacts, which UHY Glassman Esquivel was able to offer because of its presence in the UHY international network.

CONTACT: Oscar Gutiérrez Esquivel
EMAIL: oge@uhy-mx.com

2, UHY Hacker Young, London, UK, co-ordinates global services from UHY member firms worldwide to support the international development of Nobel Education Network Limited (NEN) – a network of private, primary and secondary education boarding schools across Asia, Europe and the Middle East, including in Germany, Austria, Portugal, Turkey, Oman and Vietnam.

The London office provides accounting (group consolidation), tax advisory and audit services, and deals with all work in relation to the holding company. Partner Ian Cohen introduced NEN to other firms in the UHY network.

UHY Lauer & Dr. Peters KG, Berlin, Germany, provides accounting (financial and payroll) and tax advisory services. Stöger & Partner Wirtschaftstreuhand- und SteuerberatungsgmbH, based in Vienna, Austria, provides accounting and tax advisory services. UHY Del Valle & Nieves, Puerto Rico, and UHY Audit & Advisory Services Limited, Vietnam, provide accounting services.

Known as Nobel Talent Schools, each NEN school specialises in a world topic – more than simply subjects such as science or history, topics are described by the network as “a way of exploring the world”. NEN's development plans include talent schools in life sciences (in the US or Europe); in Mandarin (in Shanghai, China); and in wildlife (in a national park in Africa).

The UK-registered company was founded in 2010. The network has since joined forces with the Richard Chandler Corporation, a multibillion dollar investment company, based in Singapore, which invested several million euros in the venture to create schools globally that offer high-tech private education and new talent discovery methods. The corporation builds and invests in companies which foster the development of prosperous societies.

NEN, itself, is a management and holding company; the schools are typically separate legal entities which are either fully owned by NEN or in which it takes a majority stake. Turnover in 2013 will exceed EUR 7 million and is targeted to grow to EUR 20 million in two years' time. NEN currently employs 170 staff, most of whom are educators in schools.

“As NEN is stretched over many countries and jurisdictions, we sought to outsource our accounting and group consolidation to a dedicated service provider with a global presence in the countries where we have, or plan to have, operating companies,” says Johannes Nagel, NEN director and chief finance officer.

“NEN needs a near-real time view on the financial performance of its subsidiaries, both on an individual and on a consolidated basis. UHY established a financial reporting system which achieved these aims through a combination of local reporting and global consolidation, providing management with monthly reports and quarterly consolidated group-wide accounts.

“UHY has a global presence but at the same time a non-bureaucratic approach tailored to our needs at a very good price-performance ratio.”

CONTACT: Ian Cohen
EMAIL: i.cohen@uhy-uk.com

STEP 4: UHY INTERNATIONAL DESKS

SECURE A Foothold IN YOUR TARGET COUNTRY

International desks – supporting clients as they take their first steps towards doing business in a new country – are a feature of UHY member firms in every region of the world.

Our network of international desks provide the foundation to support client companies in their local market as they develop a business relationship with their account executive and all relevant resources of the UHY member firm in their target country/countries, enabling them to secure a footprint for their new business development.

International desks not only support client companies in their home territories who are looking to expand their businesses cross-border, but also support client representatives as they research their new markets, and their employees before and during their arrival in the target country.

For example, in London, UK, clients take advantage of specialist services provided by international desks focused on Brazil, China, India, Israel, Malaysia, Russia and the CIS states and the US.

In New York, US, one of the international desks – the China desk – is long-established, reflecting already extensive intra-trade between the two nations.

In Perth, Australia, the China desk, staffed by two Mandarin speakers, supports Chinese businesses setting up in Australia.

In Portugal, client interest in developing business in Brazil has resulted in a UHY member firm Brazilian desk – one of our network's most recent additions.

UHY's member firm in Spain has allocated significant resource, including an in-house team of lawyers, to support an increasing number of clients looking to internationalise to boost their global market share.

CASE STUDY

SUPPORT FOR AMBITIONS IN BRAZIL

One client that has made good use of the UHY international desk network is Global LT, a mid-size USD 20 million business with a worldwide footprint providing language and cultural training, translation, expatriate destination services and workforce talent development solutions services to companies and their employees.

Global LT's headquarters are in Michigan, US, but worldwide the company has 110 employees and a network of privately-owned subsidiary companies – in China, Hong Kong, the UK, the US, and most recently in Brazil.

The company, founded in 1979, started as a home-based language training provider with Ford Motor Company as its first client. Global LT now has a portfolio of clients around the world, including further big brand names such as Volkswagen, Bosch, British Telecom, JP Morgan Chase, Merck, Nissan and Vodafone Group.

"Since we started working with UHY LLP in the US in 2008, they have consistently provided high-level services," says Global LT controller Zoryana Lisna. "It was a great choice in selecting UHY as our professional financial and business advisors in that we could rely on their global network when launching our own international expansion.

"We were able to provide to our newly created international entities high-level professional services during their initial stages of operation. UHY has provided us with valuable support during our international expansion." ➔

When Global LT initially vetted accountancy and business consultancy providers, they considered two Big Four firms – and used one of the Big Four’s services for a short time. “However, UHY has proven to be the best fit for our company due to their individualised approach and outstanding level of service,” says Lisna. “Working relations with UHY are much more efficient. We like UHY’s individualised approach and their responsiveness.”

Global LT expanded its use of UHY member firm services – and engaged UHY Moreira - Auditores, Brazil – after Lisna and COO Kenneth Patterson attended a seminar on doing business in the BRIC (Brazil, Russia, India, China) countries held by one of our member firms in the US, UHY LLP, at its Michigan offices, where they met UHY member firm representatives from the BRIC countries.

WELCOME IN BRAZIL

“Any international company that comes to Brazil needs to feel confident to be able to establish their company in our country,” says Eric Waidergorn, international consulting director at UHY Moreira - Auditores. “Although companies wish to be in Brazil, there is concern about the country’s rules, taxes and how hard it is to understand our bureaucracy.

“But their confidence increases when they are provided with fast, accurate and insightful answers, as well as proactive communication giving solutions to the business viability – and then they decide to initiate the process. Even if the answers are not very positive, clients know for certain what they will find in Brazil and that they can calculate the risks.

“The biggest international companies in Brazil have one individual to answer queries on the complexities of Brazilian Value Added Tax (VAT), corporate tax and labour law – but no one person could be expert enough on each of these issues. They have to collect data from different sources and their response is very slow.

“This is exactly our firm’s differential, which makes the customer confident. We have specialists in-house and at our finger-tips to provide up-to-date and accurate data on all aspects of starting a business in Brazil.

“As soon as clients have no more questions, I start to engage them in all departments in our firm, to start their operations and business, so they can operate almost automatically within all of our departments.

“After this, I nominate an account executive to be the first point of contact for any operational issue, even though the client can still contact me directly for any consultation. Moreover, I continually check the operation to see what can be done to make improvements and we train our account executives always to be proactive.

“With Global LT, it was the same. They started with discomfort because of a bad experience over timings with a previous service provider in Brazil. After they began to feel more confident, we started the implementation.

“Nowadays, Global LT has no more doubts about local law, and the company is established in Brazil and implemented within our ERP (enterprise resource planning) system. Through ERP we

provide services in accounting, para-legal, corporate taxes, VAT taxes, payroll, treasury, accounts payable, accounts receivable, corporate administration and invoicing.”

UHY Moreira - Auditores operates from offices throughout Brazil, in Porto Alegre, Brasília, Curitiba, Rio de Janeiro and São Paulo.

A sample complete checklist for international expansion for companies in the US is included here: <http://www.uhyadvisors-us.com/uhy/LinkClick.aspx?fileticket=ELPFQ9vWyTM%3d&tabid=75>

CONTACT: Eric Waidergorn
EMAIL: eric.w@auditoria.srv.br

Do you?

- Do you have local advisors in your target country?
- Do you have an individualised and responsive service from your advisors?
- Do you have the means to identify and calculate the risks?
- Do you feel confident about the complexities of local regulations?

STEP 5: SUPPORT FOR STAFF WORKING ABROAD

TAKE CARE OF YOUR EMPLOYEES AND THEIR FAMILIES

Companies that go international often choose to despatch a team of managers they know and trust to the overseas market.

Part of the incentive offered to such employees can be a support package in the new jurisdiction – not only providing support on business issues, but taking care of personal finance needs for themselves and their families.

For example, UHY Haines Norton (Perth), Australia, offers a tailored package of data and services specifically for clients setting up operations in Australia. The pack includes data on permanent establishment in Australia, setting up a branch or subsidiary, income tax, goods & services tax (GST), withholding tax, employee taxes, corporate law, import/customs taxes and double tax treaties.

The firm's international tax manager, Colleen Handy, has been helping clients from a variety of countries (in particular from the UK) relocate to Australia. "We have specialists in all major cities around the world who focus on the tax implications of relocating employees from one location to another," says Colleen Handy. "We are able to offer a combination of professional excellence and technical understanding with an awareness of the commercial parameters affecting employers."

KEY SERVICES

UHY Haines Norton (Perth)'s services in Australia include:

- Departure briefings for employees to help them understand ongoing tax obligations in their 'home' location
- Arrival briefings to familiarise employees with the new tax regime and legal requirements
- Ongoing advice to the client's human resources team while employees are in the country
- Advice on superannuation payments
- Remuneration planning, including effective salary packaging
- Preparation of income tax returns
- Preparation of fringe benefit tax returns.

CASE STUDY

One client taking advantage of those services is OPS Group (Australia) Pty Limited. UHY Haines Norton (Perth) provides the GBP 18 million turnover company with accountancy, tax advice and audit support.

The company is part of the OPS Group, which provides experienced personnel to the oil and gas industry. The group is the biggest single supplier of personnel for the sectors in which it specialises: coiled tubing, pipeline & process, cementing and well services.

Established in 1988, OPS Group has its head office in Aberdeen, Scotland, UK, where audit services to the head office are provided by UHY's member firm in Scotland, Campbell Dallas, which itself specialises in the energy industry. OPS Group has a branch in Dubai, United Arab Emirates, as well as its branch in Perth. OPS Group (Australia)'s general manager (Asia Pacific) Martin Lees says his company values working with UHY member firms because of the continuing close support and personal contact from within the UHY network.

CONTACT: Colleen Handy
EMAIL: chandy@uhyhn.com.au





LET US HELP YOU ACHIEVE FURTHER BUSINESS SUCCESS

To find out how UHY can assist your business, contact any of our member firms. You can visit us online at www.uhy.com to find contact details for all of our offices, or email us at info@uhy.com for further information.

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