



June 2010

Connections

The Newsletter of Crowe Horwath International

CEO Update

The EMEA Regional Meeting 2010



I want to begin by offering my sincerest thanks to all those who planned, presented and participated in last month's EMEA Regional Meeting in Saint Petersburg, Russia. With 121

delegates representing 42 countries, the meeting had better attendance than last year and demonstrated our firm's continuing desire to participate in moving our network ahead. As I mentioned at the meeting, participation by our member firms is very important to our Management Committee, because we take it as an indication of interest by our firms in where we are headed and in our future success.

The conference was officially opened by a delegate of the Russian President in the city (Plenipotentiary Representative of the President of the Russian Federation in the Northwestern Federal District). The theme of the conference focused on our strategic plan, which was highlighted in a roundtable specifically dedicated to improving net-

work focus on common target markets at the international level.

We were treated to invaluable lessons of the Russian economy by a team of experts who are part of our global team. CEO Igor Pikan of RBS, our Russian member firm, presented a fascinating and intriguing look inside the Russian market of today, while Sergey Tsyplyaev, Director of RBS in Saint Petersburg, chronicled the evolution of the Russian market from his deep wealth of knowledge developed over 20 years of business and politic involvement in the country. Steven Wayne, founder and CEO of the Jensen Group in Saint Petersburg gave an instructive talk on how to develop a successful venture in Russia based on his unique personal experience as an American citizen residing in Saint Petersburg since 1992.

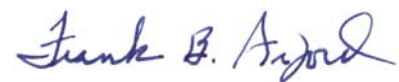
Prior to the conference, a series of highly informative meetings set the stage for what would be a well organized and orchestrated series of learning and networking experiences, both professional and social. These included meetings of the GCA Executive Committee, the GCA Global Interest Group,

the Risk Consulting Interest Group and the HTL EMEA Interest Group.

Conference attendees were treated to local hospitality including a performance by dancers of the Mariinski Theater, delicious Russian cuisine served at the gala dinner, and fireworks on the Neva River, all set amongst the backdrop of Saint Petersburg city-wide celebrations which occur every June.

Again, allow me to express my sincerest gratitude to Igor Pikan, Ekaterina Marchenko, Sergey Tsyplyaev, and their team, for their great work in making this conference a real success story.

Photos of meeting in EMEA Region section



Frank B. Arford
Chief Executive Officer

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Presentations and Photos of Regional Meetings Now Available

Presentations and photos of the 2010 Americas, Asia/Pacific and EMEA Regional Meetings can be downloaded from the 'members only' section of our Crowe Horwath International website, at: www.crowehorwathinternational.com/hw/Secure%20Area/RegionalMeetings2010-Presentations.cfm.

If you do not have a password and login, send an email to: crowehiadmin@crowehorwathinternational.com.

Achievements

Crowe Horwath International Scores Highest 2009 Growth Rates in Italy & Turkey



In its May 2010 issue, the International Accounting Bulletin (IAB) announced that Crowe Horwath International obtained the highest 2009 growth rates in Turkey and Italy, with respective increases of 45% and 422%.

Horwath Troy, representing Turkey, was the fastest-growing firm in the industry, increasing revenue by 45%.

This was the result of a very creative client focused initiative developed by Horwath Troy's to set up rescue plans for firms in desperate need of loan restructuring. In Italy, Crowe Horwath recorded the highest revenue increase

at 422% growth. This incredible level of growth was largely due to the addition of the well-established tax and legal firm Crowe Horwath - Studio Associato Servizi Professionali Integrati to the network. Congratulations for both firms for exceeding their growth goals and playing a positive role in growing the Crowe Horwath International network.

TPA Horwath Awarded "ACCA Gold Approved Employer" in Slovakia



TPA Horwath was recently awarded "ACCA Gold Approved Employer" award in Slovakia. This is the third entity of TPA Horwath to receive this honor, after Romania in 2007 and Poland in 2009. This recognition

acknowledges the high standards of training and development that TPA Horwath provides to its employees.



Ivan Paule, Audit Partner,
TPA Horwath in Slovakia

The ACCA Employer Program provides a method for benchmarking firms' training policies and procedures against ACCA's training standards and assists firms in implementation of programs to improve the competencies of their accounting and finance staff. For further information about this program, visit www.accaglobal.com.

Crowe Horwath LLP's Tax Practice Leads All Firms in Growth, According to Public Accounting Report

For the second consecutive year, Crowe Horwath LLP took the honor of tax growth-rate champion on *Public Accounting Report's* (PAR's) survey of national firms. According to PAR's

2010 survey, Crowe Horwath LLP's tax practice posted a net revenue growth of 10.4% to lead all other firms in the US. In comparison, the average tax practice growth rate was 1.1% for all

firms. This includes an average growth rate of 1.6% for non-Big 4 firms and an average of 1.0% for the Big 4.

New Clients

Crowe Horwath RCS (Brazil) Wins SODECIA Group Assignment

Thanks to the introduction of José Carlos Velez, ILP of Horwath JV – Consultoria Fiscal e Gestão (Portugal), Crowe Horwath RCS (Brazil) won a bid against PWC to provide IFRS implementation to the SODECIA Group.

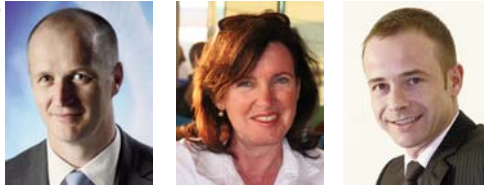
The SODECIA Group is a major player in the automobile industry, with global operations that generate revenues of €240 million per year. Crowe Horwath RCS (Brazil) will implement IFRS in 5 subsidiaries of the Group. This team

approach to winning multinational clients is another example of the increasing global alignment among network firms.

New Clients *continued*

Versace Becomes a Client of Crowe Horwath in France, Belgium and the UK

Following an introduction to Versace Group's Financial Controller by Stéphane Bernard Migeon, partner in the Crowe Horwath Partenaires, a team representing the UK, France and Belgium member firms of Crowe Horwath International successfully won competitive tenders for the outsourcing of Versace's accounting functions.



(from left) David Mellor, Partner, Horwath Clark Whitehill (UK); Jenny Putzeys, Tax Partner, Callens Pirenne & C° (Belgium); Stéphane Bernard Migeon, Partner, Fidelio, a member of Crowe Horwath Partenaires (France)

Versace was outsourcing these services for the first time, so it was with

great care that the team of Stéphane Bernard Migeon (France), David Mellor

and Robert Fisher (UK) and Jenny Putzeys (Belgium) conducted several meetings with Versace designed to determine their needs, clarify optimal solutions and prepare their proposal to show how Crowe Horwath International would meet their unique needs. Versace is now a multinational client of Crowe Horwath International and will be well served by this new multinational team, who continue to work together to provide the highest quality professional service.

Horwath Malta Appointed as Palumbo S.P.A.'s External Auditor For 3 Years

Recently, the Government of Malta issued a call for interest relating to the privatization of the Malta Shipyards facilities. This operation represents a major part of the Maltese economy as it accounted for 20% of the national GDP. The Italian firm Palumbo S.P.A. relied on Horwath Malta's unique

expertise in the ship repair industry to prepare the business plan for its participation in this bid. Amongst tough competition from international operators such as CMA/CGM, the Maltese Government recently selected Palumbo S.P.A. to take over Malta Shipyards. As a consequence,

Palumbo S.P.A. announced last week the appointment of Horwath Malta as their external auditors for the next three years. Horwath Malta will also provide Palumbo S.P.A with financial and tax consultancy in addition to other crucial services.

CBA and KNTR Win New Assignments in Indonesia

Crowe Horwath International's Business Associate Firm 'Center for Investment and Business Advisory' (CBA) won a tender against Deloitte, RSM and Nexia to redesign the chart of accounts for the Bank Syariah Mandiri, the largest Islamic bank in Indonesia.

In addition, CBA's audit affiliate KNTR won two new assignments to conduct the financial audit of the state-owned commodity distribution agency Bulog and the subsidiaries of Charoen Pokphand Indonesia and Para Group, a large diversified business group.

This is an important milestone for KNTR, a firm moving up market to serve public companies and state-owned enterprises. Crowe Horwath International's global name and credentials were crucial to this success.

Horwath Venezuela Wins BANAVIH Assignment

Horwath Venezuela increased its client portfolio of financial institutions with its recent appointment as auditor of the Banco Nacional de Vivienda y Habitat

(BANAVIH). This win with the main housing finance bank in Venezuela adds to the list of major public and private banks that Horwath Venezuela

already count as clients. This one-year assignment was won in a bid against Grant Thornton and Baker Tilly, for a total fee of USD \$75,000.

New Clients *continued*

Horwath Mak Wins New Assignment for the Abu Dhabi Commercial Bank

Horwath Mak (United Arab Emirates) Sharjah Branch has won the audit of more than 80 Real Estate escrow accounts with the leading institution

Abu Dhabi Commercial Bank. This win reinforces the strong position of Horwath Mak amongst leading financial and government institutions, especially

given the context of increasing regulatory and procedural pressures arising from governmental response to the financial crisis.

The Americas

Horwath Colombia Gets New Business Thanks to PR Efforts

Over the last two years, Horwath Colombia's continuous PR efforts had a positive impact on the firm's business through the delivery of newsworthy press releases and permanent interaction with the media. The firm focused on strengthening its relationships with business and economics press.

Key articles and executives' interviews were published in the most prestigious trade and economic press. This included interviews of Horwath Colombia CEO Jorge Castelblanco in *La Nota Económica*, an article in *La República* about the meeting held by Frank Arford and the Colombian Finance Minister, two TV



reports about the business breakfast organized by Horwath with the Finance Minister and the President of the Colombian Stock Market, and the profile of Horwath Colombia's Audit Partner Yaneth Romero as one of the "600 most successful women" of the country.

Each article generated a positive reaction among Horwath Colombia's clients and prospects. Recently, the CEO of the Hotel Irotama, one of the most significant clients of Horwath Colombia, extended Horwath's assignment to Tax services after he read an article written by one of the firm's Tax and Legal Partners.

Crowe Horwath LLP Contributes USD \$81,250 to Accounting Doctoral Scholars Program

Crowe Horwath LLP (US) is helping increase the number of accountants teaching at US colleges and universities through its participation in the Accounting Doctoral Scholars Program. Crowe Horwath LLP is one of more than 70 accounting firms, along with participating state CPA societies, which have already committed USD \$16.8 million to the program administered by the American Institute of Certified Public Accountants (AICPA) Foundation.

To date, Crowe Horwath LLP has contributed USD \$81,250 of its total

\$325,000 commitment to the program. The remainder will be paid over the next six years. In addition to contributing funds, Crowe Horwath LLP has committed to recruiting candidates from its own ranks to apply to the Accounting Doctoral Scholars Program and to pursue careers in the nation's top colleges and universities.

"There has been a significant decline during the past 10 years in the number of accounting doctorates," said Doyle Williams, executive director of the Accounting Doctoral Scholars Pro-

gram. Crowe Horwath LLP CEO Charles Allen said, "Crowe is proud to be a part of the Accounting Doctoral Scholars Program, as we recognize the need for PhDs is a critical issue facing our profession."

The Accounting Doctoral Scholars Program will provide funding for up to 30 new candidates each year for four years for a total of 120 newly trained Ph.D.s in audit and tax. For further information about the Accounting Doctoral Scholars Program, visit the program's website at www.adsphd.org.

The Americas *continued*

GHP Horwath, PC (US) Participates in China Overseas Listed Company Association Forum

On April 30, GHP Horwath, PC (US) participated in the China Overseas Listed Company Association (COLCA) Forum.

COLCA is a non-profit organization whose members are Chinese corporations that are listed or intend to list on overseas exchanges, such as NASDAQ, AMEX, NYSE, HKE, AIM. The Forum brought together about 50 representatives from over 20 companies, including the CEO of China Valves Technology and the former CEO from China Life Insurance, who each gave an opening speech. The Forum focused on the litigation risks for publicly listed companies.



Tina Cheng and Cynthia Ng represented GHP Horwath at the Forum. During the event they distributed marketing material from GHP as well as Crowe Horwath International, Crowe Horwath Hong Kong and Crowe Horwath China during the event. Tina gave a presentation

regarding SOX 404 and ways to reduce litigation risks using internal controls. During her presentation, she gave participants a brief introduction to Crowe Horwath International.

Tina also participated in a panel discussion after the presentations, and answered questions from the audience. The event was a great success and GHP has received very positive feedback from the organization and several of the listed companies that attended the event. Many of the participants have expressed significant interest in GHP's unique Asian practice and its ability to service companies with their planned or existing SEC compliance requirements.

Europe, Middle East & Africa Region

Crowe Horwath and Horwath HTL Share Offices in Lisbon

Horwath HTL Portugal will share offices with the Audit, Legal and Tax divisions of Crowe Horwath Portugal in Lisbon. Thanks to this initiative, Horwath HTL Portugal meets one of the objectives of

the firm's expansion in 2010.

"Sharing offices with the other divisions of Crowe Horwath means establishing synergies among member

firms, enhancing competitiveness, providing closer services to our customers and facilitating the work of our teams," explains Luis Infante, Managing Director of Horwath HTL Portugal.

Horwath Mak Sponsors Key Event in Dubai

Horwath Mak was one of the key sponsors of the Institute of Chartered Accountants of India's Dubai Annual International Conference held in Dubai on April 22 and 23, 2010.

The event, attended by 1,350 guests, was inaugurated by H.H. Sheikh Nahyan Bin Mubarak Al Nahyan, Minister of Education and Scientific Research of the UAE. Dr. Khalid Maniar, founder and Managing Partner of Horwath Mak said "It is our duty to support local professional institutions. This can only be done if senior partners of the firm are actively involved and support such events".



Nimish Makvana, DMCC Branch Manager (far left) and Dr. Khalid Maniar, Founder and Managing Partner of the Horwath Mak Group (in the middle)

Europe, Middle East & Africa Region *continued* Four New Partners Join Horwath Clark Whitehill's Corporate Team (UK)

Horwath Clark Whitehill (HCW) has appointed four new partners in the first quarter of its financial year, bringing the total number of partners in the UK to 71. Fiona Hotston Moore, Helen Clarke, Robin Stevens and Stephen Bullock will form part of HCW's expanding corporate team from August 2010.

The new partners collectively bring substantial expertise in both the entrepreneurial and public markets:

■ **Fiona Hotston Moore** joins as an Audit Partner. During her career, Fiona has been the only female managing partner within the Top 50 UK accountancy firms and has previously been honored as the top female accountant at the Women in the City awards.



■ **Helen Clarke** joins as an audit and business advisory partner with particular expertise in the media industry, specifically film finance and film production.



Both Fiona and Helen will add to HCW's growing presence in the media sector in addition to strengthening our position in the entrepreneurial business sector.

■ **Robin Stevens** joins as a corporate finance partner. Robin has an extensive career in corporate finance. He has advised on acquisitions and disposals by public and private companies as well as on IPOs in the UK and overseas. He brings further international expertise to HCW.



■ **Stephen Bullock** has over 20 years' experience in audit, advisory and investigation work and his expertise lies in advising on public company transactions on the full list, AIM and PLUS in the UK as well as on foreign listings. Stephen joins as a corporate finance partner.



Robin and Stephen will join our corporate finance team and will add to our existing strength in advising publicly-listed companies.

Andrew Pianca, Chief Executive, emphasized the firm's commitment to quality and excellence by investing in new, highly experienced partners. "I'm delighted to welcome such a strong team of talented individuals to the firm. The addition of Fiona, Helen, Robin and Stephen complements our already strong position in the corporate sector and underlines our commitment to provide a consistently high-quality service to all our clients."

Photos from EMEA Regional Meeting 2010 in Saint Petersburg

Presentations and photos of the meeting can be downloaded in the 'members only' section of www.crowehorwathinternational.com



Partners from Russian member firm RBS, including Ekaterina Marchenko, Igor Pikan (CEO), Sergey Tsypliyev and Yuriy Rubtsov welcome all to Saint Petersburg



Partners from member firm Crowe Horwath Partenaires (France) including Jean-Jacques Becouze (left) and Marc de Premare (center) invite Crowe Horwath EMEA delegates to 2011 regional meeting in Paris

Europe, Middle East & Africa Region *continued* More Photos from EMEA Regional Meeting 2010



Delegates networking at 2010 EMEA Regional Meeting



EMEA Regional Executive Bernard Delomenie addresses delegates



Delegates attending the main conference of the 2010 EMEA Regional Meeting



Manuel Rauchfuss, partner, AWT Horwath(Munich, Germany) with Crowe Horwath International CEO Frank Arford



121 Crowe Horwath delegates from member firms in Europe, the Middle East and Africa attended the 2010 EMEA Regional Meeting in Saint Petersburg

Hotel, Tourism & Leisure Horwath HTL Opens New York Office

Horwath HTL, headquartered in San Francisco, has opened new offices in several cities in the US. In addition to its San Francisco office, new locations include New York, Los Angeles, Phoenix, Denver, Dallas, Atlanta and Miami. The New York office is the newest location and will be headed up by Michel Couturier, a seasoned expert who possesses more than 30 years of experience in the leisure, corporate and association travel markets. Michel will oversee destination marketing and management for North American and international destinations, as well as provide support to the international members of the Horwath HTL network.



Michel Couturier

Joel Hiser, CEO of Horwath HTL's North American operation said "We are delighted to have an office in New York once again and to be working with Michel. (He) will be a tremendous asset to the organization."

Michel is Founder and President of Marketing Challenges International, a leading destination marketing company and previously held executive management positions at the French-American Chamber of Commerce, Sofitel Hotels of North America and the French Government Tourism Office in New York.

Accounting & Assurance

A Single Set of Globally Accepted Accounting Standards?



By Howard Sibelman
Accounting & Education
Director

The IASB and FASB are working toward a single set of globally accepted accounting standards. Generally,

this is known as "convergence". However, the following obstacles stand in the way of reaching the convergence goal:

- The European Union (EU) must

"endorse" the standards promulgated by the IASB ;

- Other countries adopt modified standards resulting in "Country A" IFRS as opposed to IASB issued IFRS;
- The difference of opinion between the IASB and the FASB over the proper accounting for financial instruments, perhaps the biggest obstacle of all.

The changes in accounting that might

come about by converging all the other standards being considered by the IASB and FASB will have effects on particular companies, perhaps even whole industries, but the accounting for financial instruments will affect the entire global financial system - which makes this single issue monumentally important.

Find out more in the July issue of our upcoming Technical Standards Update Newsletter.

Updated Accounting & Assurance Training Calendar

Training calendar (last updated June 11)

Following is an update of the training courses on the agenda for 2010. The

tuition cost is indicated for each program. The travel, hotel and other costs are borne by the member firm; lunches are included in the course tuition.

If you would like to register anyone for these programs, please contact Howard Sibelman at howard.sibelman@crowehorwathinternational.com.

| Training Seminar Title | Date | Duration | Location | Cost | Experience |
|---------------------------------------|-----------------|----------|---------------------|------------|------------------------|
| Intermediate Level Auditors' Seminar | July 12-15 | 4 days | Denver, USA | US \$1,300 | 12 - 24 months |
| Asia/Pacific International A&A Update | July 29-30 | 2 days | Singapore | US \$500 | Partners / Managers |
| Statistical Sampling | August 16-17 | 2 days | Denver, USA | US \$1,000 | Heavy senior / Manager |
| Americas International A&A Update | September 27-28 | 2 days | Miami, USA | US \$800 | Partners / Managers |
| Entry Level Auditors' Seminar | October 4-7 | 4 days | New York, USA | US \$1,300 | 0 - 12 months |
| EMEA International A&A Update | October 19-20 | 2 days | Reutlingen, Germany | US \$800 | Partners / Managers |

Global Demand Creation Demand Creation System Update



*By Dr. Molly Takeda,
Faculty, California State University and
Trainer, Crowe Horwath International,
Demand Creation Academy*

Welcome to another Demand Creation System Update. As usual, I am searching for the latest great ideas supporting your growth needs. This month, I will present the latest thinking with regard to creating demand via social networking. Specifically, what is “in” and what is “out” when it comes to reaching out to your target list, creating opportunities and utilizing internet technologies in support of demand creation. We can dub this, “Demand Creation 2.0” and characterize it with a few simple rules:

- Cold Calling is replaced by “Constant Email Contact”

While it has always been the case that “cold calls”, or using the telephone to contact target clients without giving them any prior warning, are intrusive they are now considered downright “out”. More and more people are becoming completely intolerant strangers calling and disrupting the flow of their busy work lives. The reality for most professionals today is a faster paced work life, overscheduled calendar and little time for flexibility to ponder a new offer coming from out of the blue – especially via the telephone! Add to this the fact that today we have a much less intrusive form of solicitation: email. Unlike an unwanted phone call, an unwanted email doesn’t feel like as sharp an interruption as an unsolicited phone call. Just look at the success of services like Constant Contact and other email solicitation engines and you will find there are a myriad of ways to call without being “cold”.

- Facebook and Twitter and Creating Demand? Maybe Not

Well-known websites like Facebook and Twitter represent ways of getting someone’s attention, but you will want to be careful because they are considered more personal than professional, private rather than public, and informal versus formal. According to some social media experts, people don’t use Twitter to get unsolicited business. And Facebook is increasingly acceptable to post business information, however, privacy issues are detracting from the efficacy of using Facebook to reach clients. There are alternatives with much greater efficacy.

- Business Networking Sites Are tThe New Normal for Creating Demand

LinkedIn and Xing are the business networking sites (LinkedIn is more US focused and Xing is more Euro/World focused) that have emerged as social networking sites for business people exclusively and represent a “Demand Creation 2.0” way to network privately with potential clients. More than just business social networking, both sites offer discussion groups, wiki opportunities to showcase expertise (like having your own white paper published for free to a target market of thousands), and learning services including article downloads, reviews, etc. It has been noted in recent internet research that as the Facebook generation ages they are transferring their personal networking to these business sites and using them for all manner of business communication. If your firm is not yet engaged on LinkedIn and Xing then you will want to investigate strategies to incorporate these very useful, and for now still free, services.

- Blogging Can Create Your Long Tail

If you have your own blog, or if you engage with others around their blogs, and participate in conversations on topics that they are interested in, you will naturally connect with them. Particularly if your business engagement is relevant to the topic they are discussing, blog comments are likely the best way to engage. Dedicate some “research” time in the blogosphere and when you come across a discussion in which you have significant expertise, join the conversation! If you recall from last month’s Demand Creation installments, this represents a “Long Tail” approach – giving something away for free in order to eventually succeed in creating a paid opportunity.

I encourage you and your firm to consider these social networking avenues to Demand Creation, for if you are not using them already then they represent lost opportunities. Demand Creation begins with connecting – allowing potential clients with a pain or a gain to have the opportunity to experience your firm in a way that sparks their interest in your ideas, your services, and your expertise while they search for a solution. This is Demand Creation 2.0 and it is, for the time being, a simple low cost (free) method for creating opportunities!

Send comments or questions to:
demandcreation@crowehorwathinternational.com.

Mark Your Calendar!

Crowe Horwath International 51st Annual Meeting November 14-16 New York, NY, USA

Please save the date. More information to come.

Audit Training Seminars:

Intermediate Level Auditors' Seminar July 12-15 Denver, CO, USA

4 days - US \$1,300
Experience: 12 - 24 months
Travel, hotel and other costs not included; lunches are included in the course tuition. For more information or to register contact Howard Sibelman at howard.sibelman@crowehorwathinternational.com

Asia/Pacific A&A Seminar July 28, Singapore

1 day - US \$100
To register, go to: www.signup4.net/Public/lap.aspx?EID=20101906E

Asia/Pacific International A&A Update July 29-30, Singapore

2 days - US \$500
Experience: Partners / Managers
Travel, hotel and other costs not included; lunches are included in the course tuition.
To register, go to: www.signup4.net/Public/ap.aspx?EID=20101906E

Statistical Sampling Seminar August 16-17 Denver, CO, USA

2 days - US \$1,000
Experience: Heavy senior / Manager
Travel, hotel and other costs not included; lunches are included in the course tuition. For more information or to register contact Howard Sibelman at howard.sibelman@crowehorwathinternational.com

Americas International A&A Update September 27-28 Miami, USA

2 days - US \$800
Experience: Partners / Managers
Travel, hotel and other costs not included; lunches are included in the course tuition. For more information or to register contact Howard Sibelman at howard.sibelman@crowehorwathinternational.com

Entry Level Auditors' Seminar October 4-7 New York, NY, USA

4 days - US \$1,300
Experience: 0 - 12 months
Travel, hotel and other costs not included; lunches are included in the course tuition. For more information or to register contact Howard Sibelman at howard.sibelman@crowehorwathinternational.com

EMEA International A&A Update October 19-20 Reutlingen, Germany

2 days - US \$800
Experience: Partners / Managers
Travel, hotel and other costs not included; lunches are included in the course tuition. For more information or to register contact Howard Sibelman at howard.sibelman@crowehorwathinternational.com

Crowe Horwath International Tax Academy:

European VAT - Principles and Tax Planning Technique - Part 1 September 16-18, 2010 Vienna, Austria

For more information and to register, please contact Veronika Seitweger, T: +43 1 588 35-321 F: +43 1 588 35-504, veronika.seitweger@tpa-horwath.com

European VAT - Principles and Tax Planning Techniques - Part 2 October 14-16, 2010 Vienna, Austria

For more information and to register, please contact Veronika Seitweger, T: +43 1 588 35-321 F: +43 1 588 35-504, veronika.seitweger@tpa-horwath.com

Goal of *Connections*

The goal of *Connections* is to share information and ideas that will help our member firms succeed by communicating:

- developments within Crowe Horwath International which reflect our role as a leading inter-national professional organization;
- developments within our members communities which may impact on other member firms or their clients,
- the diverse, high quality products, services and support available within Crowe Horwath International; and
- achievements of our high quality, growth and technology-oriented member firms.

We invite your submissions and comments; please e-mail them

to Crowe Horwath International headquarters.

We also welcome quality photographs; please e-mail or courier originals to *Connections* at:

Crowe Horwath International

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United States
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