

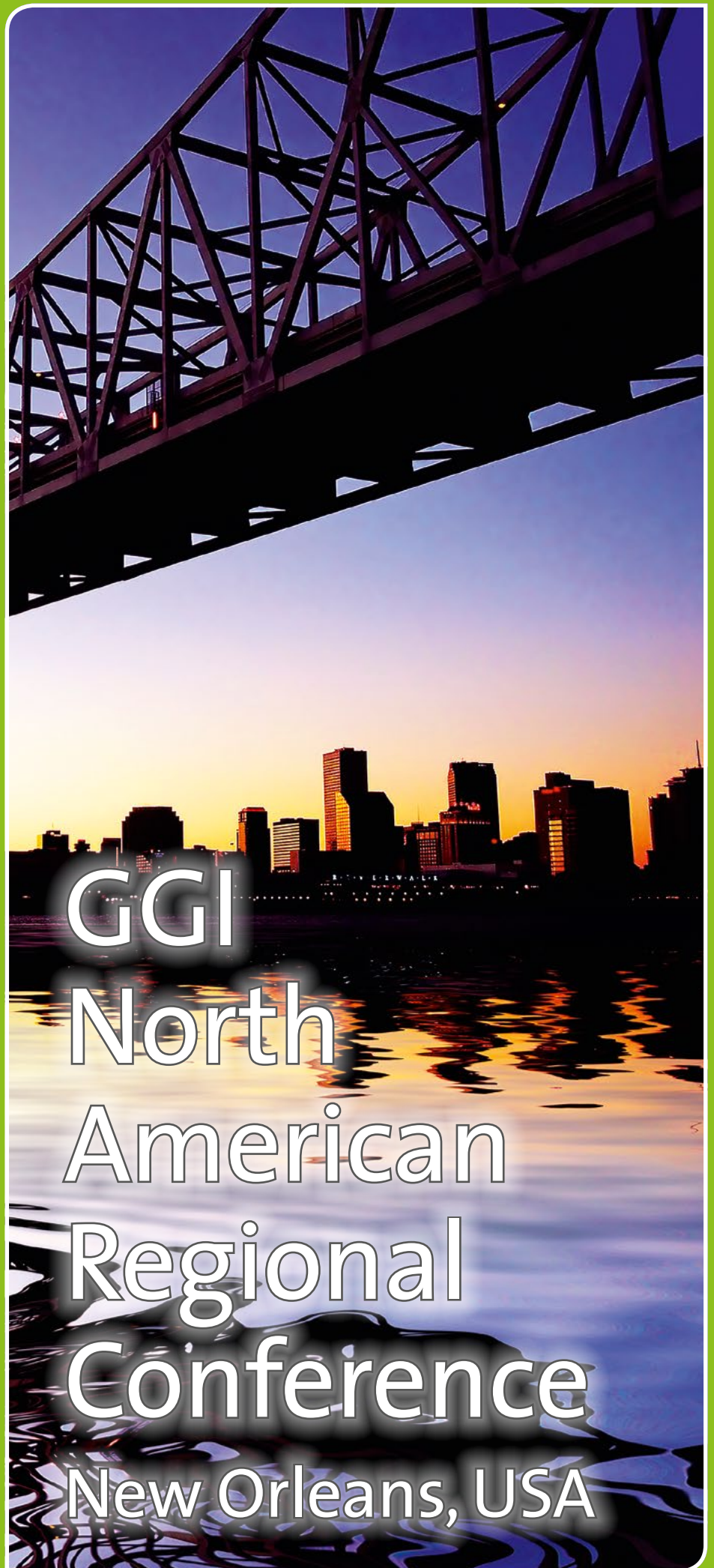


INSIDER

News and
Information
for Members
and Friends of
Geneva Group
International

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Editorial

**Dear GGI Members,
Dear Friends,**

What news from the world of GGI? Once again, there are a number of important GGI conferences coming up over the next two months and we are pleased to provide a little more information. This year's European Conference is fast approaching, with Edinburgh in Scotland playing host to what promises to be a stimulating event. An interesting networking platform awaits the high number of participants. Renowned speakers will share new ideas and Conference attendees will have the opportunity to exchange experiences, best practice and ideas in the interactive part of the event.

In May, the North American Regional Conference will be taking place in New Orleans, and it is not too late to book a place.

This issue of Insider once again reports on successful events which have taken place. These include the meeting of Global Practice Group Chairpersons in Zurich in February, while two GGI events took place from 7 to 9 March: the GGI EasyMeet in Dusseldorf, which attracted juniors and associates from GGI member firms, and the International Taxation Practice Group Meeting in Milan, for which international tax experts gathered in the Italian city.

Not only actual conferences were on

offer, but also a marketing webinar took place.

Read on to discover all the other news from our GGI member firms.

Robert Thompson (UK) introduced the ninth edition of the revised book, Sinclair on Warranties and Indemnities on Share and Asset Sales. Samantha Davies (UK) shares her experiences on the topic of "Using apps to market your practice". Dr. Sergio Finulli (Italy) reports on the international standard ruling procedure and Paul Malin (UK) informs on HM Revenue & Customs' fight against non-compliant taxpayers. Jack Brister has been appointed as North American regional chair for the Private Equity and International Wealth Management Practice Group and Armen Danielyan (Russia) reports on the commercial real estate market in Russia. Kathryn von Matthiessen (USA) writes about U.S. tax issues hidden in foreign trust inventories.

We hope you enjoy reading Insider and would also like to extend our warmest greetings to all who have celebrations at this time of the year. May you, your families and friends enjoy a very happy Easter and Passover.

**Best regards,
Your GGI Team**

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Diary

- **03 - 06 April 2014**
GGI European
Regional Conference
Edinburgh - Scotland
- **15 - 18 May 2014**
GGI North American
Regional Conference
New Orleans - USA
- **19 - 22 June 2014**
GGI Leadership Forum
Eisenberg - Austria
- **21 - 23 August 2014** (tbc)
GGI Latin American
Regional Conference
Rio de Janeiro - Brazil
- **05 - 06 September 2014**
GGI Nordic-Baltic Meeting
Tallinn - Estonia
- **18 - 20 September 2014**
GGI North American
Developing Leaders Conference
Montreal - Canada
- **18 - 20 September 2014**
GGI Best Practices North America
Montreal - Canada
- **19 - 21 September 2014**
GGI German Speaking Chapter
Hamburg - Germany
- **14 - 16 October 2014**
GGI Middle East African (MEA)
Regional Conference
Cape Town - South Africa
- **16 - 19 October 2014**
GGI World Conference
Cape Town - South Africa
- **07 - 09 November 2014** (tbc)
GGI EasyMeet
Budapest, Hungary
- **11 - 14 December 2014**
GGI Asia-Pacific
Regional Conference
Bangkok - Thailand

Please refer to our website
for actualised information
and additional events:
www.ggi.com, entry "Events"

TBC = to be confirmed

3 to 6 April 2014 – Edinburgh, Scotland

GGI European Regional Conference

Kindly hosted by GGI member firm Haines Watts, this year's GGI European Regional Conference will take place in Edinburgh, Scotland, from 3 to 6 April 2014.

In addition to keynote speaker Ambassador Avi Primor, William Bryce Jamieson has confirmed that he will deliver a speech on the topic of "UK and the EU: 'Ever Closer' or Flying Apart?". His presentation will focus on potential convulsive political events over the next two years. What consequences might there be for the EU? For example, if Scotland votes "yes" to independence, what might this mean for ambitions of Catalan independence? Would Spain block Scotland's application for EU membership?

If the Conservatives remained in Westminster next year, what form might re-negotiation of EU membership take? What areas would it cover, and what areas would be out of bounds? Can the UK succeed in securing control over im-



William Bryce Jamieson

migration from other countries in the EU?

What support is there across the EU for fundamental reform of the EU treaties? Who would be sympathetic? Who

would oppose?

Outstanding eurozone issues suggest direction of travel is still towards greater integration and central oversight of fiscal and monetary policy as well as financial sector (ESP Bank) supervision and regulation. Mr. Jamieson will cover further interesting and highly topical issues.

William Jamieson is the Executive Editor of "*The Scotsman*", where he writes regularly on finance and economics as well as politics and current affairs. He is also a regular contributor on radio and television to Scotland on Sunday, Spectator Business and BBC Scotland.

In 2009, Mr. Jamieson won Business Journalist of the Year and overall Journalist of the Year in the Scottish Press Awards. He also collected the Campaign of the Year Award on behalf of The Scotsman for its series of articles on the Lloyds-HBOS merger.

Prior to joining "*The Scotsman*" in 2000, Mr. Jamieson was Economics Editor of "*The Sunday Telegraph*" for seven years. In addition to speaking and journalism, he has written business books including "Goldstrike!" the inside story of the takeover battle for Consolidated Goldfields. Mr. Jamieson is also the author of a number of books on economics and politics, including "An Illustrated Guide to the British Economy and Scotland's Ten Tomorrows".

Mr. Jamieson is an accomplished contributor on business and investment platforms, speaking with passion and humour on the major business and political issues of the day.

Ambassador Avi Primor will be delivering the keynote speech on the topic of the Middle East conflict. In the last Insider issue (January, No. 69), we reported on the content of his speech and



Edinburgh – Forth Railway Bridge

provided his biography.

In addition to the presentations, there will also be the usual diverse and interactive programme at the Conference, with almost all GGI Practice Groups holding specialist meetings for their members. There will also be informative workshops on the Saturday morning.

Practice Group meeting and workshop summaries can be viewed on GGI's website (member login).

After a full day at the Conference, guests will have the opportunity to relax and network at the Sheraton Grand Hotel & Spa Edinburgh. A vibrant assortment of fringe events will round off the conference, including the opportunity to discover Edinburgh's old town, take a tour of Stirling Castle, an imposing stronghold which was the preferred residence of the Stuart kings, or visit Glenkinchie Distillery to experience a real taste of Scotland. The conference



Edinburgh – University

will be officially closed at the Gala Dinner taking place in Hopetoun House.

This conference is already fully booked. No further bookings are being

accepted. We recommend registering for other upcoming GGI events such as the North American Regional Conference in New Orleans.

15 to 18 May 2014 – New Orleans, USA

GGI North American Regional Conference

This year's GGI North American Regional Conference will be held in New Orleans, Louisiana, a city with no shortage of fascinating history. New Orleans ("NOLA" or the "Crescent City", as it is also known) is home of southern blues, soul food, and Lafitte's Blacksmith Shop, which boasts being America's oldest continually occupied bar. The French influences from the past remain evident throughout the city, impacting everything from architecture to cuisine.

The Conference is kindly being hosted by GGI member firm Baker Donelson and will be held at the Hotel Monteleone, the tallest and most prestigious hotel in the famous French Quarter.

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New Orleans – city view

Located in the heart of the city, participants will have access to a range of activities throughout the conference.

The keynote speaker, Cam Marston, is the leading expert in generational insights in the workplace. His keynote speech will bring to light the challenges associated with the contrasting generational mentalities and how to promote positive interactions.

Mr. Marston has travelled extensively to share his expertise with prestigious global companies, including American Express, Coca-Cola, ESPN, Qualcomm and Merrill Lynch. Having graduated from Tulane University, his visit to New Orleans is a homecoming in which GGI is most pleased to be involved.

We also have Majeed Mogharreban presenting strategies on empowering and engaging colleagues beyond their normal duties. In addition, Mr. Mogharreban will be hosting a workshop on the importance of networking and making meetings more productive.

Beyond the usual activities associated with a GGI conference, workshops and practice groups, GGI is pleased to offer a new “Best Practices” session hosted by a panel of member firms entitled “Mentorship Strategies | Successes and Failures of Firms.” The session will take place on Thursday afternoon, 15 May, 2-4 p.m. and all are invited to attend, so please be sure to arrange your travel accordingly.

On Friday evening, Conference participants will enjoy cocktails and dinner at Latrobe’s on Royal. Once a famous bank,



Old New Orleans

this building is named after its architect, Benjamin Henry Latrobe. Often referred to as the “Father of American Architecture”, his conceptions also include the U.S. Capital and the Baltimore Basilica.

The Conference has already attracted GGI registrants from around the globe. Great food, music and people will be the theme at this year’s North American Regional Conference in New Orleans and we look forward to welcoming many of you in May.

GGI members yet to register for this conference may still do so. Please use the online registration tool at www.ggi.com (Member Login > Events). The detailed conference programme is also available on the website.



Cam Marston



Lafitte's Blacksmith Shop



Majeed Mogharreban

31 January to 2 February 2014 – Zurich, Switzerland

GGI Practice Group Chairperson meeting

Once a year, the Global Practice Group chairpersons gather in Zurich to discuss their activities, any changes and the latest topics being concentrated on in their groups. This year again saw intense and stimulating debates, as well as many new ideas for projects and potential collaborations between the different groups.

GGI Practice Groups are institutionalised interest groups established by active GGI members and are open to all members from a range of disciplines. GGI experts (group members) from all over the world meet regularly to exchange information and find more effective approaches and solutions to clients' issues. Group members stay up-to-date with international information and issues relevant to areas of their practice. They exchange ideas, views and experiences to further strengthen communication among fellow GGI members with common practice backgrounds.

Global Practice Group chairpersons



GGI's Global CEO Michael Reiss von Filski and audience

are responsible for strategic planning, practice group management, delivery of services, marketing and practice group positioning within GGI.

The meeting kicked off on Friday evening with an evening meal in the chic, highly applauded Didi's Frieden restaurant, which is located in the heart of Zu-

rich just a few minutes' walk from the Hotel Continental.

On Saturday morning, the meeting was opened by Michael Reiss von Filski, Global CEO. After his brief welcome address, he handed over to the GGI practice group chairs, who introduced their practice groups. The in-depth introductions covered the objectives, organisational structure and communication techniques of the practice groups, as well as the active and planned projects and activities. Last but not least, they identified potential paths to achieving the desired end outcomes.

The practice groups are extremely active and a number of new projects were again agreed, which will be realised in the near future. The Auditing, Reporting & Compliance and Business Development & Marketing PGs intend to start sending out newsletters. The Debt Collection, Restructuring & Insolvency group plans to revise its handbook. The Immigration & Expatriate Services group is toying with the idea of creating a website. A potential film project was also discussed by

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Dinner at Zunfthaus zur Waag

the Private Equity & international Estate Planning group. Valuable experiences were shared, trends were discussed and all left with many fresh new ideas for going along pioneering new paths.

The chairpersons exchanged knowledge on the latest communication and marketing tools. This above all concentrated on effectively maintaining contact

with all members of the practice groups between conferences and continually working on projects together. In his presentation "Innovative ways to get more out of your Practice Group", Michael Reiss von Filski provided some food for thought.

After a successful meeting, all attendees strolled along the Limmat river to the

"Zunfthaus zur Waag" to round off the event in a typical Swiss restaurant. The guild hall "Zunfthaus zur Waag" is in the centre of the picturesque old town of Zurich, next to the Fraumünster church.

Next year, the GGI Practice Group Chairperson Meeting will again be taking place in Zurich, from 6 to 8 February 2015.

7 to 9 March 2014 – Dusseldorf, Germany

GGI EasyMeet

More than sixty professionals from all over the world gathered for the 2014 Spring EasyMeet, hosted by three GGI member firms FPS, Kieffer Stübben & Partner Wirtschaftsprüfungsgesellschaft, Steuerberatungsgesellschaft and Wendler Tremml Rechtsanwälte. Participants from across Europe as well as from Kazakhstan, Russia, Turkey and the USA spent two intense days together, enjoying wonderfully mild temperatures in the capital of North Rhine-Westphalia.

Dr. Reinhard Nacke gave the welcome address and opened the official

programme. The packed agenda provided profound insights into Germany as a business location. In a series of presentations by Dr. Walther Kieffer, Kai Sturmfels, Philipp Stübben and Thorsten von der Heyde, key aspects of German business law, forms of business organisations, liability issues, auditing and publication in Germany, public administration and business registration in Germany were dealt with. Linda von Hoegen and Professor Dr. Renate Dendorfer Ditzges then covered key aspects of German labour law

and general aspects of the Works Constitution/Works Council. After lunch, Dr. Sven Nolte's keynote speech on behavioural aspects of financial decision-making certainly proved to be one of the many highlights of this conference.

In the afternoon, presentations on German tax return obligations and online services, eBalance and a VAT overview and Bernadett Csusz' update on GGI's accreditation at the European Parliament and the related possibilities for GGI members and their clients



All participants had an excellent time in Dusseldorf

marked the virtual end of a fascinating conference day. The official part of the programme ended with an interactive case study on cross border M&A transactions led by Marlon Putter, Christian Roghmanns, Kai Sturmfels, Philipp Stübben, Martin Tottmann, Linda von Hoegen and Thorsten von der Heyde.

It was then time to discover the city of Düsseldorf with a guided city tour of the Old Town, followed by dinner in the traditional “Füchschen” brewery. Many thanks to the three superb host firms who ensured all participants had an excellent time in this captivating and welcoming city.



Dinner in the traditional “Füchschen” brewery

ITPG winter meeting in Milan, Italy, 6 to 9 March 2014

Boredom, horrible weather and nothing to eat...

...is not what the 73 GGI members answered when being asked what they thought about this event. On the contrary, there was an abundance of excellent food at the traditional ITPG winter meeting, which took place on a sunny March weekend in the Grand Visconti Palace Hotel in Milan. In addition, all who attended the highly skilled technical presentations enjoyed themselves immensely. Dr. Sergio Finulli, Avv. Mariagiulia Signori and Dr. Simona Cucchi from the Milan-based host firm Comma 10 organised a wonderful program for the participants. As special highlights and first-time events in an ITPG meeting, activities included skiing, filming and a carnival party in fancy dress costume.

On Thursday, six participants drove from Milan to St. Moritz in Switzerland and enjoyed a wonderful sunny skiing day, which happily did not result in any broken arms or legs.

On Friday and Saturday, Serban Beld-



Skiing – one of the ITPG meeting activities

ie, a filmmaker from Romania, shot individual corporate movies for six GGI members, who had agreed to undertake

this project beforehand. ITPG Vice Chairman (VC) Ionut Zeche had arranged
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for the filmmaker to come to Milan and had booked an executive suite for the shooting. Filming was also carried out during the technical sessions and breaks.

On Friday afternoon, the technical sessions kicked off with three tax-related Practice Group (PG) meetings.



Arlene Rochlin

Raluca Tutu chaired the ITPG subgroup Indirect Taxes, Professor Robert Anthony hosted a brainstorming session for his case study 2014 of “a lucky life” in the Private Equity and International Wealth Management PG and Iolun Zeche chaired the Immigration & Expatriate Services PG. In the evening, all participants and accompanying persons gathered for a delicious seafood dinner in La Bisboccia Ristorante.

The ITPG meeting took place for the whole of Saturday. Oliver Biernat began the meeting with a panel discussion on “voluntary disclosure of tax evasion”, including a comparison of the jurisdictions of seven countries, each represented by GGI members. Arlene Rochlin from the International Dispute Resolution PG talked about “Get Talking!! Attorney + Accountant = Accord + MONEY!”.

After lunch, Graham Busch offered an interesting panel discussion on the latest developments of Base Ero-

sion and Profit Shifting (BEPS) and the OECD with participants from five different countries. Jenny Panou presented a topic unknown to many tax experts: “Greek service centres – interesting for multinational groups?” and Ashish Bairagra talked on “Transfer pricing pitfalls in the initial years of incorporation”. In order to hold the attention of the participants, Oliver showed a selection of his comedy short films between the different sessions.

The middle section of the meeting featured some slides that showed the development of the ITPG since Oliver Biernat took over as chairman in 2008. Following the Milan event, the ITPG has 64 regular members and 369 visiting members. After looking at various tax databases and tax planning software, a discussion took place on a better name for “regular member” and on the venue of the ITPG winter meeting 2015. It was also decided that an ITPG FYI newsletter would be started in 2014.

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Finally, GGI President Claudio G. Cocca held elections and Oliver Biernat was re-elected as Global Chairman of the ITPG and Graham Busch and Ionut Zeche were again appointed as Global Vice Chairmen.

On Saturday evening, all participants were encouraged to dress in a way that would be considered absolutely ridiculous at the office. Following by dinner at Spazio QC Terme Milano, they proceeded to attend a spectacular carnival party where fancy dress was obligatory.

Between the various courses of deli-

cious food, the mind reader Federico Soldati from Switzerland, <http://www.federicosoldati.com/>, gave a terrific show, which fascinated the participants. He managed to solve a Rubik's cube in not just less than 25 seconds, but also blindfolded. He was also able to find out two or three digit numbers various participants had thought of during the show and informed the room that the name of the first boy Julie Bryant had kissed was Tim.

After dinner, the party continued with live music and dancing, which continued long into the night past

midnight. As usual, this was not the end for some very active attendees. It was reported that some people shocked the night-time taxi drivers in Milan with their strange outfits. When they struggled to find a bar that was open, they bought some beer and returned to the conference hotel, sitting in the lobby as the hotel bar was also closed. It came as a complete surprise to them when a group of other GGI members joined them at around 3 a.m. reporting that they had been the last guests in a bar a mere 100 metres from the hotel.



As you can see, ITPG members are not only hard workers, but hard partyers as well

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GGI Marketing Webinar II

Leveraging The GGI Global Brand Online

The second GGI Marketing Webinar took place on Wednesday, 12 March at noon (EST) and was attended by nearly 20 of GGI member firms' marketing professionals. The topic of the webinar, "Leveraging the GGI Global Brand Online" covered an overview of the GGI corporate design manual and the many uses of the GGI Independent Member logo in website design and in marketing collateral (business cards, letterhead, email signatures, and advertisements). The second half of the event highlighted GGI publications (Insider & Forum) and the closed LinkedIn group, as platforms for marketers to share their firm's successes, relevant news, and publications.

The event was co-presented by Inna Deputat, Business Develop-

ment & Marketing Practice Group Chairperson and Sophia Moon, Social Media & Marketing Manager.

These events are exclusive to all GGI member firms. The target audience includes, but is not limited to, marketing professionals within GGI firms. Firm leaders who wish to join are warmly welcome to. There is no prerequisite knowledge or experience required. The goal of these events is to build a community of GGI marketing professionals, to provide support to our member firms through the sharing of best practices, and to strengthen the GGI global brand with a unified strategy across our membership. The next Marketing Webinar is scheduled to take place on Wednesday, 28 May at noon, EST.

If you would like to receive these



email invitations, please email moon@ggi.com.



Robert Thompson

It's a deal for top lawyer's guide

A TOP corporate lawyer from GGI member firm Ward Hadaway has again put together the definitive dealmakers' guide for UK law firms.

Robert Thompson, Partner in the Corporate Finance team at law firm Ward Hadaway, has edited the latest edition of Sinclair on Warranties and Indemnities

on Share and Asset Sales. The book is widely viewed as the UK lawyers' deal-making bible and is consulted by law firms across the UK when advising clients on buying and selling businesses.

The latest edition of the guide – the 9th – is the fourth consecutive edition to be edited by Mr Thompson. ...next page

The book also features expert contributions from other Ward Hadaway lawyers on areas including tax, pensions, property, employment, IT, data protection and insolvency.

Robert Thompson said: "The fact that Ward Hadaway has been chosen for the fourth time to edit this guide demonstrates the high regard which the publishers have for the firm's legal ability and expertise." We very much practice what we preach by ensuring our clients benefit from this substantial expertise when undertaking complex multi-million pound deals and also in relation to smaller local deals since the expertise enables us to cut through to the essentials, thereby saving clients both valuable time and un-

necessary expense.

"This is the main text that corporate lawyers use when they're working on a deal – it's the standard industry textbook."

Ward Hadaway is a Top 75 UK law firm with offices in Newcastle, Leeds and Manchester and has been a member of GGI since November 2013.

Speaking about Sinclair on Warranties and Indemnities on Share and Asset Sales, John Pacione, Commissioning Editor at Sweet & Maxwell, said: "Sinclair on Warranties is a key title in Sweet and Maxwell's Commercial Series - we are therefore very pleased it is in such expert hands at Ward Hadaway.

"At Sweet and Maxwell we very much

look forward to working with Ward Hadaway in sustaining and enhancing this success long into the future."

The book is available at www.sweetandmaxwell.com

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GGI member firm Shimin Law Offices celebrates anniversary

The New York and Philadelphia offices of Shimin Law Offices celebrated their one-year anniversary on 2 January 2014. Shimin, based in Shanghai, China, is a firm specialising in Chinese business and legal services for foreign clients. Since its founding in 1999,

Shimin has advised hundreds of large and medium-sized corporations and has itself grown into a global law firm with seven offices in China, Japan, and the USA. Shimin's U.S. offices have a particular emphasis on facilitating business transactions between the

Americas and China. Shimin's U.S. team led by Nan Sato assists Chinese companies interested in the U.S. market and international clients looking to seize the business opportunities offered by the complex and rapidly developing Chinese marketplace.

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Shikun Gao

PMS Pigatto Monteiro, Schuster e Advogados Associados GGI member firm PMS listed amongst leading Brazilian law firms

Análise Advocacia 500 is the most important and highly regarded in the ranking of leading law firms in Brazil. There are strict and comprehensive selection criteria for the ranking, which is conducted annually by *Análise Editorial*, the

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first publishing company in Brazil dedicated solely to producing specialised publications. Based on the extensive research of primary data, all the content produced enables an in-depth and objective analysis of the country's main economic sectors.

Análise Editorial is a well-reputed company, valued for its original inventories, striking and meticulous presentation, data precision and informative organisation of content. The 500 most admired law firms were chosen out of a total of 8000 established offices in Brazil, selected by the 1500 largest companies in the country.



GGI member firm FosterQuan, LLP selected as preferred immigration provider

GGI member firm FosterQuan, LLP, one of the nation's largest immigration law firms, is pleased to announce that it has been selected as a preferred provider for the largest EB-5 Regional Center ever approved by the U.S. Government – Louisiana International Gulf Transfer Terminal Regional Cen-

ter (LIGTT).

Louisiana International Gulf Transfer Terminal (LIGTT) will be the Gateway Port to America. This monumental project is designed to create America's first mega-transfer terminal exclusively for cargo containers entering and leaving the United States. The

goal of the LIGTT Project is to create in excess of 15,000 new jobs and generate tens of billions of dollars in revenue over the next century. The trans-modal container shipping terminal seeks to increase the efficiency of America's existing but strained supply

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chain infrastructure as it will be state-of-the-art, green built, and employ the latest automated technology and design logistics. The LIGTT Project can therefore allow the United States to level the playing field with global trading partners.

The Immigrant Investor Programme, also known as EB-5 Investor Visa, is a 20-year-old programme that is linked to job creation and grants

permanent residence to foreign nationals who invest a minimum of USD 500,000 into a new commercial enterprise. Commenting on LIGTT's entry into EB-5, Charles Foster, co-chair of FosterQuan said, "LIGTT Regional Center will create thousands of jobs in Louisiana and Texas, building critical infrastructure needed for U.S. growth and competitiveness. The EB-5 program is a great win-win programme – boosting the economy, funding critical infrastructure, creating local jobs and helping immigrant investors get their permanent residence. Given its unprecedented scale, LIGTT will produce these results on a giant scale."

FosterQuan, LLP has 56 attorneys operating from offices in Austin, Houston, Mexico City, the Rio Grande Valley, San Antonio and Washington, DC. It is the second largest immigration law firm in the USA and potentially has the largest investor visa



Charles Foster

(EB-5) practice. FosterQuan offers a full spectrum of immigration legal services and utilises the most current technology to help its clients efficiently manage immigration issues.

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GGI member firm Lawrence Grant, Chartered Accountants re-launches website

We are pleased to announce the unveiling of our revamped website: www.lawrencegrant.co.uk, which now boasts a fresh and contemporary look.

We have been working very hard to improve the user experience, and are now able to offer enhanced functionality and stronger signposting to ease navigation around the website and access to any information you require.

In particular, the International section of our website can now be translated into over 50 different languages, helping to provide invaluable tax advice and accountancy assistance for

anyone looking to live, work or set up a business in the UK.

If you would like someone from the firm to call you to discuss any questions relating to tax, you can now "instantly request" contact from a Lawrence Grant partner or member of the team.

The enhanced "FREE guides and literature" section now gives visitors the ability to find our wide-ranging list of guides and checklists in one place. Requesting any literature has also been simplified.

Please do take a look around our

new website. We welcome any comments or feedback you may have.

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Using apps to market your practice – a UK accountants' story

By **Samantha Davies**

As technology changes, so professional service firms should be evolving to ensure their marketing includes the latest technology and platforms for communicating with audiences, whether via social media, e-marketing or apps. Since the arrival of the iPhone and the inception of apps in 2007, the app system has exploded. According to research*, 1.2 billion people globally are now using apps on a regular basis and this is expected to expand nearly 30% by 2017.

Apps can be particularly useful for developing new lines of communication with both clients and prospects, whether it is opening up marketing opportunities, extending the firm's brand, providing general information or improving client support.

The Haines Watts experience

In early 2011, Haines Watts launched a UK iPhone tax rates app. At the time, the firm were the first UK accountancy firm to launch a tax rates app of this kind. Haines Watts did not have a "mobile strategy" in place at this point, the firm merely saw it as a way of extending the Haines Watts brand, helping client advocacy (by replacing hard copy tax rate cards with a mobile app) and a way of generating good PR coverage by being the first to launch such an app. No targets were set for the number of downloads expected as there was little information available for reference. The firm did

secure good PR coverage (both online and offline) for the app, but also secured a large amount of downloads for the app (over 11,000 downloads in the first year).

This success then led the firm to develop the same app for Android devices a year later. However, downloads of the Android app failed to match those of the iPhone app, with just over 2,000 downloads on the Android platform. This may have been due to the time-delay launching the Android version or because iOS devices are more commonly used by much of the target market, UK business owners.

The UK accountancy app market

In the last two years, many firms in the UK have developed a variety of apps and external marketing and tax companies have also developed template tax apps that smaller accountancy firms can buy off-the-shelf and brand as their own. This makes it easier for small firms to buy into the app market at low risk and low cost.

One UK marketing company has developed such an app, which features excellent functionality and is not very expensive. However, a major problem is that more than 200 UK firms have already bought into the same app and therefore any form of differentiation from others in the marketplace is impossible. This company claim its app has been downloaded over 20,000 times, but across the 200 firms that have purchased it, this only equates



Samantha Davies

to an average of 100 downloads per firm. This is therefore far lower than the number of downloads experienced by Haines Watts.

Investing in an app

The decision to invest in an app, particularly when developing your own, is more a product development process than a marketing activity. It requires considerable management and technical input combined with a clear marketing strategy for launching and promoting the app. Firms in general do not usually have extensive product development expertise and it is therefore essential that there is a very clear roadmap that guides through the process. So, what are the key factors that need to be taken into account when exploring apps?

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Objectives of the app

The first thought should be defining the objectives of the app. If it is an extension of brand or simply a marketing tool, it is probably better to take the template off-the-shelf approach to the app. If aiming for something different to what is currently on the market, then consider developing a bespoke app, using an established app developer.

Budget and cost

Budget will play a huge part in the decision to develop an app or buy a template app. Template apps can start from as little as GBP 1,000 in the UK (an initial set-up fee and monthly cost). Creating an app using a developer can easily cost ten times that, or more. So, the decision to develop an app should not be made lightly. Whilst it can be a real differentiator in the marketplace, the exercise can become rather costly and complex. It is also important to ensure that there is the budget and resources to construct the app and to maintain it in future years.

Platforms

If developing an app, it needs to be clear on which platforms you want to the app to sit. Base this decision on which devices current clients use. Statistics show that the iPhone is not the overriding leader in the phone market and that Android devices are also widely used. If wanting to cover both platforms, it will mean developing two versions of the same app, one for each platform. Then, there are tablet devices to consider, with the iPad currently a clear leader in the market.

Finding the right developer

It is essential to partner with a good app developer who can provide guidance through the process. There is a huge amount of information on websites that can help in understanding



the process. A good app developer who has experience will be a real asset and perhaps consider seeking recommendations from companies that have already developed apps.

Marketing the app

Just placing the app on the App Store or Google Play is not enough to secure good download numbers. Consistent and regular marketing of the app needs to be planned.

Whether the app should be free or paid for also needs to be decided. Haines Watts apps are currently free to download (we have no plans or objectives to monetise them). In the UK accountancy market, most firms offer their apps free of charge.

Haines Watts initially undertook both national and regional PR to

launch their app, shot videos introducing the app for online publications, promoted the app on their website as well as every e-marketing campaign and partners communicating with clients about the app directly. This created buzz around the launch. There is no doubt that this comprehensive marketing approach helped secure the high number of downloads. Even today, Haines Watts continue to promote the app via their website, social media and e-marketing.

In 2013, Haines Watts once again moved in the app market and launched a second app which supports an iPad version of its quarterly magazine "One". This magazine sits within an app and the new magazine appears in the app for users to download each quarter. Having a digital version of the magazine allows Haines Watts to

expand on the content and to provide content in different formats, for example embedding videos. Haines Watts are committed to building the audience by continuing to promote the digital magazine via their website, social media and e-marketing channels.

Now, in 2014, Haines Watts have also undergone a major redevelopment of their tax rate app, to build it on a more up-to-date platform and improve both the design and content. The app is now becoming more technical in content by offering personalised tax reminders based on year-end and VAT quarter dates. This should enable Haines Watts to once again market the app as different to others on the marketplace. The redeveloped app will launch in April 2014.

Tips on app development

So what have I learnt from my experience of developing apps for Haines Watts?

- Have a clear idea of what you want to achieve with the app.

- Be clear on the budget you have, not only now but in the future, to help you decide which route to take.
- Research the platforms your clients use and the apps they find useful.
- Make your app specific to one function – do not try to cover different areas in one app. Apps that cover one specific area, e.g. tax or an interface with client's online information, will attract more people than an app diluted with many different functions. Develop different apps for different functions.
- If commissioning an external developer to build the app, build it in a developer account that is yours (and not the developers). This then avoids binding you to one developer in future and you will own the download audience of your app.
- Find a good app developer who will guide you through the process. Seek recommendations from people who have already developed apps for their business.
- Clearly plan how you market the app, not only for the launch but on an ongoing basis to continue building the audience.

With smartphones and tablets now essential business devices and the explosion of apps over the past few years, it is clear that professional firms need to embrace mobile technology as these platforms are increasingly being used by clients.

Do not place apps solely within the remit of your marketing departments. An app project should be a combination of customer insight from partners, technical expertise from the developer and marketing expertise for the promotion of the app. When all these are right, it is possible to deliver an app that can benefit business.

**Source Portio.*

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The international standard ruling procedure

By Dr. Sergio Finulli

The Italian tax agency's report of 19 March 2013 dealt at length with the international standard ruling procedure aimed at international companies which proposed to reach a preliminary agreement with the Italian tax authorities on

- Determining fair market value in view of the transfer price rules (Article 110 para. 7 of Presidential decree 917/86);
- The application proposed of rules also agreed for contracts in specific individual cases concerning paying or drawing dividends, interest, royalties and other elements of profits to or from non-resident rights holders;
- The application proposed for specific individual cases of rules on attributing profits or losses to the stable organisational structure of a company domiciled in the territory of another state.

The transfer price issue is particularly suited to the ruling, as the single test on income tax (Presidential decree 917/86) lays down that international inter-group transactions based on fair market value (free market price) of purchases or sales concluded with the foreign partner contribute towards earnings from business. This applies, in particular, when transferring tangible assets, semi-finished products, finished products, intangible assets in connection with research and development (trademarks, intellectual creations, inventions, knowhow etc.) or when performing services with particular reference to services of an administrative, commercial or HR nature.

Determining whether the transfer prices as used are reasonable may give rise to disputes between companies and the tax authorities. Seen in this context, the ruling procedure may help pre-empt the risk of potential disputes by concluding

an agreement, in this case, the A.P.A. (Advance Pricing Agreement) with the Italian tax authorities to settle the method to be used in calculating transfer prices to determine the fair market value in advance for a limited period of time for the business transactions to which the agreement relates.

The report indicates that a majority (75%) of the APAs concluded to date involve transfer prices.

An APA is a unilaterally binding agreement which is binding only on the Italian tax authorities and not on those of the other states involved.

To offer multinational groups more certainty, however, the Italian tax authorities have allowed taxpayers who have an interest in concluding bi- or multilateral agreements to include the tax authorities of the other states involved in the agreement and hence eliminate the risk of disputes.

Applications may also be made for guidance (prior to submission), which advisers may submit anonymously, without disclosing the taxpayer's name and which may extend to instigating or waiving proceedings. To instigate proceedings formally, application must be made to the tax collection agency's ruling office on stamp-duty-free paper.

The procedure will result, within 180



From left to right: Dr. Mariagiulia Signori, Dr. Andrea Angheleddu, Dr. Sergio Finulli

days of submitting the application, in an agreement which is binding on the parties for three years and prevents the Italian tax authorities from exercising their discretionary powers on the circumstances to which the agreement refers. Application may be made to extend the term of the agreement at least 90 days before it runs out.

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INTERNATIONAL TAXATION

HM Revenue & Customs in the UK scour the world for non-compliant taxpayers

By Paul Malin

HM Revenue & Customs (HMRC) in the UK are continuing their fight against all forms of tax evasion and aggressive tax avoidance. HMRC's track record in this area is at best mixed but this may now be changing to their advantage.

There is no doubt that the world has become a much smaller place and improved communications allow information to be easily and seamlessly transmitted. HMRC's Offshore Co-or-

dination Unit (OCU) exists to counter the shifting of income, profits and gains between tax jurisdictions without any rationale other than to pay less tax. The OCU travels the world, without actually leaving Birmingham in the UK.

The profusion of treaties between the developed countries of the world has made it much harder to conceal such transactions. The recent opening up of certain "tax havens" has greatly enhanced the speed at which data and other information is shared between taxing authorities. The UK is but one country that currently transmits data and shares intelligence on an automatic basis.



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Should taxpayers be worried?

Yes. Taxpayers who seek to be compliant can now be challenged quickly with little time to correct matters. Those other taxpayers who chose to conceal their wealth are finding it increasingly

difficult to do so. Taxpayers in the middle may not know which way to turn.

How can taxpayers be helped?

For many years, tax investigations in the UK followed an unwritten format. Having been discovered, taxpayers would be challenged by HMRC, although the damning evidence would never be volunteered at the start. Months, if not years, would then be spent guessing at what HMRC might or might not have in their possession. Now, with the aid of technology, HMRC assemble the data and confront taxpayers (and non-taxpayers) as almost a *fait accompli*. Any taxpayer who is concerned that they may soon be targeted by HMRC should seek specialist advice. Based on all the relevant facts, taxpayers can be advised on the best course to follow. ...next page



What happens if they don't help themselves?

To put it bluntly, in this scenario taxpayers may face the full wrath of HMRC. HMRC can pursue tax evaders on either a criminal or civil basis depending on the

strength and quality of the evidence held. The same applies to tax avoiders where the tax scheme is considered to be too aggressive. It is not only the taxes over-due for the years concerned that must be paid, but also all interest on that amount. The only financial difference between civil and criminal proceedings is that penal-

ties are sought under civil proceedings, with the level of penalty contingent on which of the three categories the country falls within. The most severe penal category carries penalties of up to 200% of tax due. A list of which territories fall into which category can be found on the HMRC website ([click here](#)).

PRIVATE EQUITY AND INTERNATIONAL WEALTH MANAGEMENT

North America under new leadership

Jack Brister has been appointed as regional Chairperson North America for the Private Equity and International Wealth Management Practice Group.

Jack Brister is the Partner-In-Charge of Prager Metis CPAs LLC's International Services Practice (ISP) Group, a GGI member firm, and member of the Prager Metis International Group. He has more than 25 years of experience. Prager Metis International LLC joined GGI in mid-2012 and since, Mr. Brister has actively participated in both GGI conferences and Practice Group activities.

Mr. Brister comments: "I am proud to be regional Chairperson of such an important and huge region. For me, this post provides a means of communicating with

colleagues in different jurisdictions and discussing the various obstacles faced both in terms of the professional and the current socio-economic climate, and getting a feel for what other regions are facing and how they go about their business. My main objective is to strengthen the North and Latin American division of the group in order to better support our clients across borders, stay in close contact with international experts from the fields related to Private Equity and Wealth Management. I look forward to a lively exchange of information and working with active members."

Mr. Brister has expertise in international tax and accounting matters. He is a recognised authority on various private client cross-border, foreign financial-institution reporting, and foreign international-assignment tax issues. He specialises in tax planning and compliance for international wealth structures, including foreign trusts, estates, and foundations.

Furthermore, Mr. Brister specialises in working with U.S. permanent residents living abroad, foreign nationals residing in the U.S., foreign investment in the U.S., pre-immigration and expatriation, receipt of foreign gifts and inheritance, foreign account compliance, voluntary disclosures and U.S. international assign-



Jack Brister

ment services. In addition to speaking at numerous international engagements, Mr. Brister is a noted expert in his field and has been widely published. He has written and spoken on a wide range of international private-client wealth matters, as well as various Foreign Account Tax Compliance Act (FATCA) issues. Mr. Brister has also been named a Citywealth Top 100 U.S. Wealth Advisor for 2013.

GGI members who are interested in actively participating in this Practice Group's projects should please contact Jack Brister.

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REAL ESTATE

Russian property developer totals for 2013

The commercial real estate market in Russia: condition, trends and prospects

By Armen Danielyan

GGI member firm Delovoy Profil Audit & Consulting Group experts have conducted a market analysis of the commercial real estate market for 2013. The figures for the market are evidence of the fact that the last year has proven to be very lucrative for Russian property developers. As a whole, investments in residential and commercial real estate have fallen by 7.5% in the past year since 2012, down to total USD 8.1 billion. Despite this, property developers nevertheless consider 2013 to have been successful, as all records had been broken with a great resurgence in demand in 2012, following the financial crisis of 2008 and 2009.

Traditionally, typical growth indicators have been distributed to Moscow and St. Petersburg: 84% of investments



Armen Danielyan

have been attributable to the Moscow real estate market and 6% to St. Petersburg. The main segments of investment interest have been offices (36.8%), com-

mercial centres (37.4%), and warehouse facilities (14%). Our experts have noted that the growth rate for investment in warehouse facilities has doubled. This has principally occurred due to federal retailers' activity in the regional markets and their expanding commercial networks throughout Russia.

In today's commercial real estate, alongside evident stabilisation, it is also worth noting the growth in the interest of foreign investors. In 2013, a deal with a quantity in excess of one billion dollars was put in writing for the first time on the Russian commercial real estate market: American corporation Morgan Stanley acquired the Metropolis commercial centre for USD 1.2 billion. Other large deals noted by our experts have been the purchase of the White Gardens business centre by Millhouse Capital for USD 740 million and the Radisson Moscow Olympic by Azimut Hotels for USD 120 million. The grand total of foreign investments in Russian real estate in 2013 amounted to USD 3.7 billion, or 46% of all investments.

The size of investments in Russian commercial real estate has remained stable throughout 2011 and 2012 at around USD 8 billion per year. By comparison, prior to the economic downturn, this figure amounted to around USD 4-5 billion per year from 2006 to 2008.

As asserted by our experts, the interest of foreign investors is evidence of the fact that today's commercial real estate

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market in Russia has not yet hit its peak and is considered to have positive prospects. Correspondingly, investment in this segment in the upcoming few years promises to be profitable and prosperous.

The stable growth of prices on the Moscow commercial real estate market is continuing at present, stimulating investor interest. There are absolute figures pointing to the fact that the peak in prices has not yet been hit and they still have scope to rise. In August 2008, before the economic downturn, the cost of a square metre of commercial real estate in Moscow was USD 5,200, but by August 2013 it had fallen to just USD 4,300. Meanwhile, the commercial real estate market was hit hardest by the 2008 to 2009 economic downturn. Sellers cut their prices by 50% just to complete projects they had already started, the majority of which was paid for by funds loaned from banks.

What to expect from the commercial real estate market in 2014

According to our experts, property developers are generally retaining an optimistic stance on the future of the Russian commercial real estate market in 2014. They expect to see a steady rise in prices, especially in the capital and in large cities

with populations of more than one million. Retailers' activity in some regions of Russia gives rise to positive effects for interest in commercial and warehouse facilities, and not only in large cities, but also in population points of 200 thousand people or more. Our assumption is that the Moscow segment of commercial real estate will continue to develop, primarily due to an increase in the quality of commercial objects being built and changes in the style of construction. We continue to see ever more markets being closed and higher quality commercial centres erected in their place. Another element in the development of the given market segment is the development of transport hubs along with the commercial facilities.

The main threats to the market, our experts claim, stem from delays in the growth rate of the Russian economy and a certain deficiency of objects for investment in Moscow, especially in the office real estate segment. Our consultants note that office buildings with car park facilities are enjoying the highest demand from buyers. The issue of organising parking in light of changes in parking rules in the city is particularly relevant. For this reason, business is predicted to see a spread out towards the suburbs of Moscow into business centres created specifically for this purpose with quality office facilities. Furthermore, many large raw material companies have already

spoken about relocating their general headquarters to outside regions. If such relocation does occur, and is not limited by a change in legal address, it could lead to falling prices for office buildings in the capital. In our opinion, the formation of a large quantity of high-quality centres in the given market segment, which has been observed over the past two years, might prove to be additional factors causing price stagnation for office real estate and this trend looks set to continue in 2014. Analysts have already observed a decline in the demand for office property in 2013 (by 10%), which occurred in light of increased new construction. Given that the rate of construction of new offices in Moscow continues to exceed existing demand, pressure from this factor may also take a toll on the general level of prices for office buildings in the capital.

Nevertheless, on the whole, our experts predict a rise in prices for commercial real estate in all segments and therefore a rise in investment in the sphere for the next few years. Based on objective evaluations of the current state of affairs of the Russian real estate market, it could be concluded that it has not yet exhausted its growth potential and not yet left the warm-up stage before its next peak, after which there will be a consistent decline in prices. Currently, analysts have observed growing demand, which was delayed as a result of the 2008 financial crisis.

This expert overview has been prepared by Delovoy Profil Audit & Consulting Group analysis department specialists on the basis of market data analysis and extensive, practical work experience with various sector representatives, including construction, property development and other companies.



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TRUST & ESTATE PLANNING

U.S. tax issues hidden in foreign trust inventories

By Kathryn von Matthiessen

Purchasers of foreign trust inventories should be warned that many complicated tax issues may be lurking in the history of trust structures with U.S. beneficiaries, some not too far below the surface.

Such issues include identification of the real “grantor”, accurate classification of the grantor trust status of each trust and status as a foreign or domestic trust for U.S. tax purposes, as well as proper U.S. tax planning for foreign trusts with U.S. beneficiaries in the trust documents.

Definitions under U.S. tax law

To fully grasp these issues and the complexity of the analysis required, it is helpful to review some simple definitions under U.S. tax law.

Foreign grantor trust

If a foreign trust company is the trustee of a trust, it will most likely be classified as a “foreign trust” for U.S. tax purposes. However, confirmation of this fact must be made on a trust-by-trust basis.

A foreign trust is a grantor trust (which means income is taxable to the grantor) only if (1) the grantor retains the right, exercisable either alone or with the consent of another person who is a related or subordinate party who is subservient to the grantor, to revoke the trust; or (2) the only amounts which may be distributed from the trust during the grantor’s life are amounts distributable to the grantor or their spouse. Another way of thinking about foreign grantor trust status is that the foreign grantor is deemed to “own”



Kathryn von Matthiessen

the assets of the trust for U.S. income tax purposes.

The rules for a trust with a foreign grantor to qualify as a “grantor” trust are much narrower than the rules for a trust with a U.S. grantor to qualify as a “grantor” trust for U.S. tax policy reasons.

A foreign grantor will not be within the U.S. tax system with respect to the trust’s income unless the trust is, for example, engaged in a U.S. trade or business or has U.S. source income. If the grantor is treated as the owner of the assets of a foreign trust for U.S. income tax purposes, no distribution from such trust made to the U.S. beneficiary would be taxable income to the U.S. beneficiary. The U.S. beneficiaries of a foreign trust which qualifies for foreign grantor trust status benefit from the ability to receive distributions from the trust which are not subject to U.S. income tax during the life of the foreign grantor, and the foreign grantor may be outside of the U.S. tax system as well.

In addition, U.S. beneficiaries of a foreign grantor trust are not subject to the

throwback rules upon receiving a distribution during the life of the foreign grantor.

Foreign non-grantor trust and throwback rules

A foreign non-grantor trust is a foreign trust which is not a foreign grantor trust. The throwback rules are essentially an anti-deferral regime for U.S. beneficiaries of foreign trusts which are NOT foreign grantor trusts so that U.S. beneficiaries may not benefit from the deferral of tax that has occurred in the trust offshore when the beneficiary receives a distribution.

If a U.S. beneficiary receives a distribution from a foreign non-grantor trust that is comprised of income or gain earned and accumulated by the trust in a prior year, the U.S. beneficiary may be subject to both an interest charge and the back tax of the throwback rules.

Tax issues

These concepts are important to understand a number of “tax traps” that can create problems for trustees and U.S. beneficiaries of a foreign trust unless a qualified U.S. tax attorney has provided thorough and accurate advice concerning the foreign trust. Two of these tax traps are highlighted below.

Tax trap 1: identifying the “real” grantor

A person is the “grantor” of a trust to the extent that they either created the trust

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or made a gratuitous transfer to the trust. In order to achieve favourable grantor trust status, only the person who actually contributed the assets to the trust may be treated as the “owner” of the assets for U.S. income tax purposes.

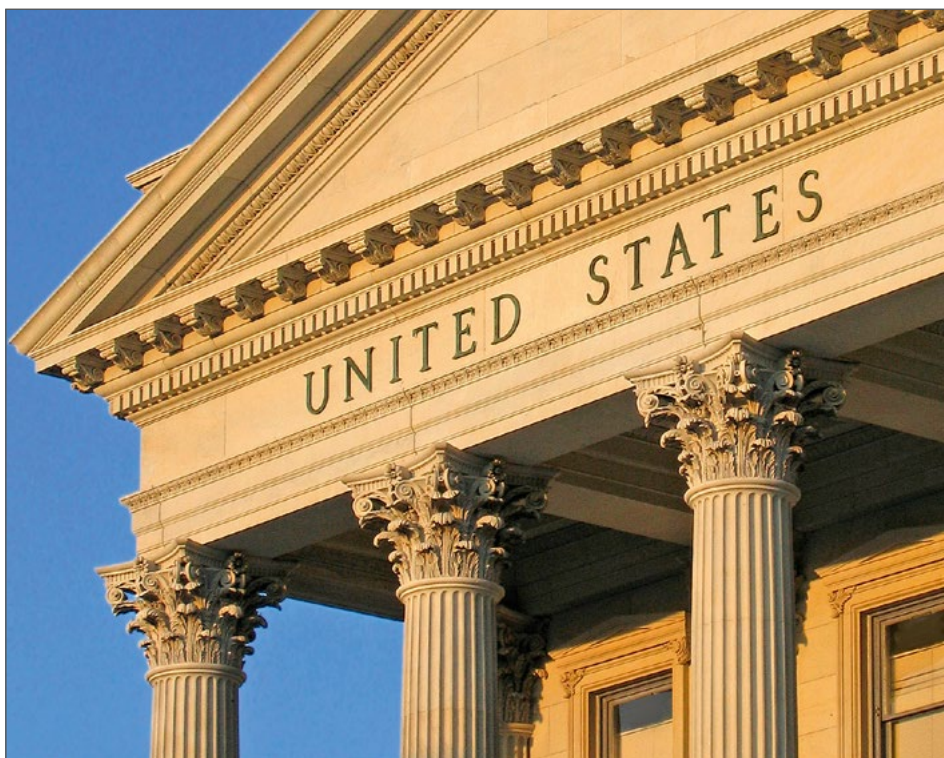
Members of foreign families commonly hold assets for each other, so it is important to understand the true source of funds and whether there were any nominee agreements in place. If the person who has the power to revoke the trust or is (or whose spouse is) the beneficiary of the trust is not the “real” contributor of the assets, the trust will not qualify for foreign grantor trust status. Similarly, if a married person who contributed assets to the trust was from a jurisdiction with a community property regime, then his spouse may be a partial grantor. Without proper drafting of the trust instrument, full grantor trust status could be lost.

If a foreign corporation was the grantor and the trust was funded for a business reason of the corporation, the corporation will be respected as the grantor. If the trust was funded for personal reasons of one or more shareholders, the shareholder who had a personal reason for the funding of the trust will be treated as the real grantor.

If a foreign trust is not categorised correctly as a foreign grantor or non-grantor trust, a U.S. beneficiary cannot report distributions properly for U.S. tax purposes and the foreign trustee cannot meet its obligation to provide the correct information to the U.S. beneficiary.

Tax trap 2: failure to plan for the death of the foreign grantor

Ideally, a foreign grantor trust will be drafted to provide for a step-up in basis for the assets of the trust to fair market value upon the death of the foreign grantor. There are specific provisions in the United States Internal Revenue Code that permit a step-up in basis of foreign situs assets held in a foreign trust. The foreign grantor must have the power to direct trust income. This power should be coupled with either a power to revoke the



trust or the power to alter, amend or terminate the trust. Matching the power to revoke the trust with foreign grantor trust status is relatively simple since a power to revoke is one of the tests for foreign grantor trust status. Matching a power to alter, amend or terminate with a trust where only the grantor or the grantor's spouse may be a beneficiary is much more difficult. These provisions are often overlooked in foreign grantor trusts. A foreign trust also should be drafted to provide for foreign grantor trust status to continue upon the incapacity of the grantor.

Other issues beyond the scope of this article are timely and accurate identification of U.S. beneficiaries, the U.S. anti-deferral regimes for foreign corporations in which U.S. beneficiaries may have an indirect interest through a foreign trust and exit strategies from ownership of these foreign corporations.

It is critical for a foreign trust company to address all of these issues when acquiring a new inventory of trusts by having an experienced U.S. tax attorney review each trust in the inventory. In this review, the attorney should determine on a case-by-case basis the status for U.S. tax purposes of each trust, as well as highlighting any potential problems, pitfalls or ambiguities for U.S. tax purposes that should be addressed and resolved.

To access a more comprehensive version of this article as well as other publications by Cantor & Webb legal professionals, please visit www.cantorwebb.com.

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Stop Selling Vanilla Ice Cream

The Scoop on Increasing Profit by Differentiating Your Company Through Strategy and Talent

If you are like most business owners and leaders today, you feel stuck working constantly “in” your business, for little return. Profit guru Steve Van Remortel has the solution. The Stop Selling Vanilla Ice Cream® process offers an easy-to-follow strategic planning and talent development methodology to work “on” your business that leads to a real differentiation and a high-performance team ready to deliver it. You will discover the answer to the most important strategic question for your business: Why will a customer choose you over your competitors?

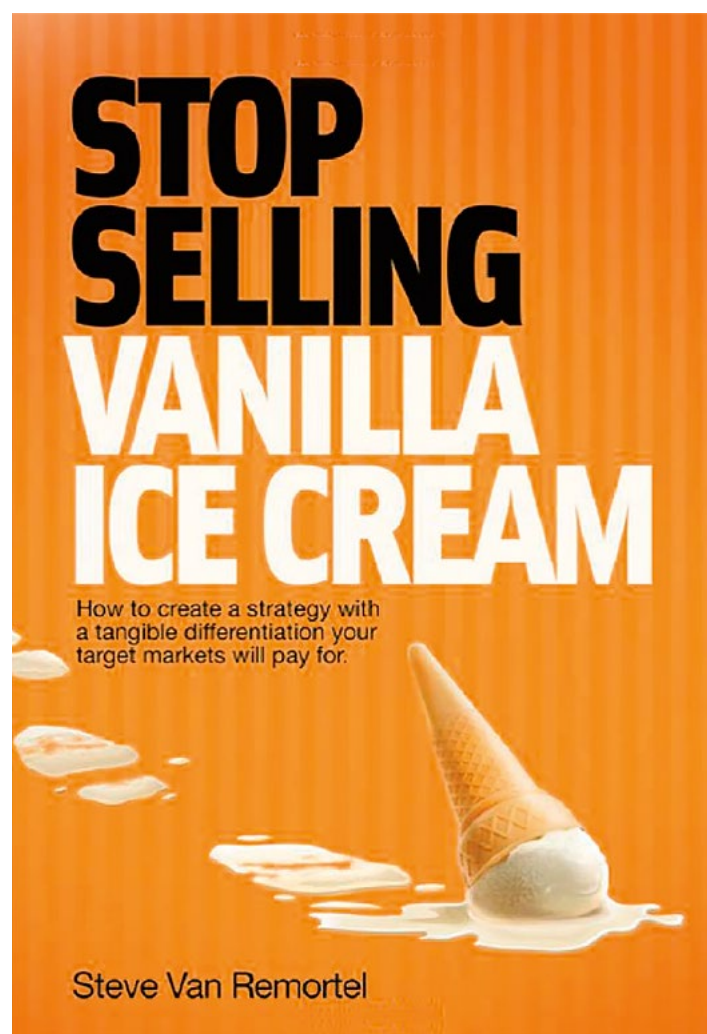
The Stop Selling Vanilla Ice Cream process focuses on creating individual, team and organizational performance breakthroughs through the optimization of strategy and talent. Using the unique code found in your book, you will have access to a complementary detailed online assessment that clearly identifies your behavioral style, workplace motivators, and soft skills. Applying the assessment results within your teams creates a foundation for a talent management system to help you select, develop and retain the people you need to implement your strategy.

Utilizing the tools and templates on stopsellingvanillaicecream.com, you can implement the process into your organization by following the inspiring true story of Connecting Cultures. Our battle cry is Those Who Plan -- PROFIT®, because over ninety percent of Steve's hundreds of clients experience an increase in sales and profits in the first year after completing the pro-

cess. Those same results and the process to create them are now available to you. It's time to stop selling vanilla ice cream.

Steve Van Remortel, entrepreneur, strategist, author, columnist, and speaker, is inspiring business leaders in all types of organizations with the profit-critical message of business differentiation. His no-nonsense approach motivates businesspeople to take action, and his step-by-step process arms them with tools for creating real differentiation that leads to consistent and significant increases in sales and profitability. The Stop Selling Vanilla Ice Cream process focuses on creating individual and organizational performance breakthroughs through the optimization of strategy and talent—his two professional passions.

Steve has spent most of his professional life as a business owner, executive, and advisor, working primarily with privately held organizations. As founder and chief strategist at SM Advisors, he has personally completed more than 1,000 planning sessions across more than 300 different industries. The Green Bay Area Chamber of Commerce recognized his contributions to the business community by naming him the 2010 Business Person of the Year.



He earned undergraduate degrees in marketing and organizational communications and an MBA in strategic management. Steve is also a certified professional behavioral analyst (CPBA).

He lives in Green Bay, Wisconsin, with his wife, Lisa, and four children. And for the record, his favorite ice cream flavor is chocolate chip cookie dough.

Stop Selling Vanilla Ice Cream: The Scoop on Increasing Profit by Differentiating Your Company Through Strategy and Talent

By Steve Van Remortel
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Further Conferences & Events

What: How to Litigate before the CJEU

Where: Trier, Germany

When: 12 - 13 May 2014

Brief Description: This seminar will

provide lawyers in private practice with training on proceedings before the General Court of the European Union. **Key topics:** ● Practical advice on bringing an action before the European courts, e.g. stages of procedure

and procedural documents. Amendments to the Rules of Procedure of the General Court. How to prepare the oral hearing.

[MORE INFORMATION](#)

What: Corporate Compliance and Ethics Institute 2014

Where: Chicago IL,
United States - 8-9 May 2014
New York, NY,
United States - 29-30 May 2014

Brief Description: At the Corporate Compliance and Ethics Institute, a distinguished faculty, drawn from major corporations, academia, compliance and ethics

organizations, law firms and the government will provide you with the tools you need to meet today's compliance and ethics challenges. Whether you are constructing a new program or enhancing an existing one, our panels of experts will help you ensure that your company's program satisfies government standards and best practices expectations. You'll learn about current developments in compliance and ethics, along with practical tips on

compliance and ethics risk assessments, compliance and ethics training, auditing and monitoring, helpline and investigations procedures, board and senior management oversight of your program and program structures that work. The highly interactive format will allow you to benchmark on a real-time basis and learn best practices from your peers.

[MORE INFORMATION](#)

What: International Negotiation Strategies

Where: London, United Kingdom

When: 12 May 2014

Brief Description: This workshop will:

- Help participants maximize the value of their negotiated deal

- Offer a comprehensive overview of the strategies and techniques that can be used by parties to a negotiation, when preparing for a negotiation and partaking in one
- Look at the negotiation process
- Examine the techniques required to maximize value from the point of

- view of the individual parties
- Look at the strategies used to add value to a negotiated settlement from the point of view of all the parties to the negotiation

[MORE INFORMATION](#)

What: Financial Modelling for Mergers & Acquisitions

Where: Singapore, Singapore

When: 19-22 May 2014

Brief Description: This hands-on course offers practical instruction on how to model economic, financial and strategic issues associated with M&A.

The course covers alternative methods for evaluating the financial and economic effects of models including discounted cash flow, earnings, cash flow and economic models, while addressing programming and model structuring subjects. Case studies illustrate the practical issues associated with M&A modelling. By the end of the

course, you will be able to construct an integrated model from the ground that includes sources and uses of funds, pro-forma financial statements, acquisition premiums, cash flow waterfalls, synergies and effective presentation of the merger analysis.

[MORE INFORMATION](#)

What: Institute on Corporate & Securities Law in Hong Kong 2014 (Second Annual)

Where: Hong Kong, CHN

When: 22-23 May 2014

Brief Description: Our Second Annual Institute on Corporate & Securities Law in Hong Kong 2014 will feature a faculty

composed of the leading legal and business practitioners active in the Asian, U.S. and U.K. corporate and securities law fields, as well as key government regulators, prominent investment bank professionals and distinguished general counsel who will provide timely, practical guidance on the most critical issues facing corporate and securities law practitio-

ners in Asia today. Attend this program to gain clarity and unique insight into current business and legal climates in Asia, and receive up-to-the-minute guidance on the latest relevant corporate and securities law developments, including regulatory and enforcement initiatives.

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15 - 18 May 2014

GGI North American Regional Conference

New Orleans | USA

19 - 22 June 2014

GGI Leadership Forum

Eisenberg | Austria



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