



Report On Industry



**Report on Industry is a
quarterly
e-newsletter for CAs in industry**

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Dear Subscriber:

Welcome to the September issue of *Report on Industry* (ROI) with highlights of the latest trends and views, research, standards and regulations, information technology, human resources, legal matters, recent publications and other information relevant to CAs in industry.

We welcome your comments and suggestions for future issues. Please e-mail us at industry@cica.ca. To view our privacy policy, go to www.cica.ca.

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TRENDS AND VIEWS

Coping with Information Overload

Information is the new currency yet some workers' accounts seem to be overdrawn. In a typical day, you might receive as many as 200 e-mails, dozens of instant messages, multiple phone calls and voice mail messages and several text messages, not to mention the vast amount of content that you have to contend with. It is not just a case of too much e-mail, too many interruptions, too many projects and too much content. It's all these things clashing – like an orchestra without a conductor.

Information Overload: We have Met the Enemy and He is Us is a must-read report. Released by Basex, a knowledge economy research organization, this 25-page document offers strategies for coping with an overabundance of information, including ten tips that can help you ease the burden immediately.

www.cica.ca/index.cfm/ci_id/39403/la_id/1.htm

Older Workers Staying in Workforce Longer

Older workers are staying in the workforce longer and, as a result, may be dampening the threat of a sudden and severe labour shortage as baby boomers retire, according to a new study by Statistics Canada. The study, *Participation of Older Workers*, found that an estimated 2.1 million people between the ages of 55 and 64 were either employed or looking for work in 2006 – more than double the total three decades earlier.

To read the study, go to:

www.statcan.ca/english/freepub/75-001-XIE/2007108/articles/10303high-en.htm

Canada's Innovation Gets a "D" Grade

Canada's socio-economic performance is mediocre compared to other developed countries, according to the Conference Board's 11th annual snapshot of Canada's outcomes in six domains - Economy, Innovation, Environment, Education and Skills, Health and Society. Most important to Canada's competitiveness is the "D" grade on Innovation, ranking 14th among the 17 Organization for Economic Co-operation and Development (OECD) countries being benchmarked.

To read the highlights and download the report, go to:

www.conferenceboard.ca/documents.asp?rnext=2047

Does Your Organization Have a Succession Plan?

In reviewing global trends toward ownership change among medium-sized privately held enterprises, Grant Thornton LLP found that half of the Canadian owner-managed businesses expect an ownership transition in the coming years. The findings are the result of the latest International Business Report (IBR) from Grant Thornton. Read the full report at:

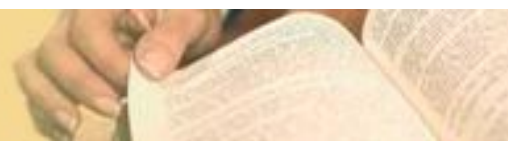
www.internationalbusinessreport.com/main/pdfs/International_Business_Report_2007-Global_overview_FINAL.pdf

Succession Planning Resource

The biggest problem in the succession plan of small and medium-sized enterprises is that they don't have one. The CICA's *Succession Planning Toolkit for Business Owners* is a practical guide that can help your organization prepare for an ownership transition. Find out more at:

www.cica.ca/businessowners

STANDARDS AND REGULATIONS



A "little GAAP" Can Go a Long Way

The so-called "big GAAP/little GAAP" debate has vexed the profession here and abroad for decades. The CICA Accounting Standards Board (AcSB) Invitation to Comment (ITC) and accompanying Discussion Paper on Financial Reporting by Private Enterprises are a must-read for those involved in this sector.

These documents include, among other things:

- A comprehensive review of the needs of private enterprise financial statement needs;
- Tentative conclusions on a few critical issues; and
- Three possible approaches to developing a private enterprise GAAP.

There are no easy solutions. If you are involved in the private enterprise sector, be sure to participate in the consultative process. The results will likely set the direction for many years to come. For discussion and links to the ITC and Discussion Paper, see the latest issue of the *FYI Accounting Standards* newsletter at:

www.acsbcanada.org/client_asset/document/3/7/8/4/1/document_C3DF79A2-03E2-59A4-FBC55ADFA6A35047.pdf

Financial Instruments Implementation Guidance

The Financial Instruments standards, Section 3855 – *Financial Instruments – Recognition and Measurement*, Section 1530 – *Comprehensive Income* and Section 3865 – *Hedges*, will become mandatory for private enterprises for fiscal years beginning on or after October 1, 2007.

Implementation of these standards requires a review of all financial assets, financial liabilities and uncompleted contracts prior to the first day of the implementation year. All financial items need to be classified prior to transition – reclassifications are not always possible so careful consideration should be given to the implications of the standards before flexibility is lost. Uncompleted contracts, including leases, insurance contracts and open purchase and sales orders, might contain features that will cause aspects of these contracts to be recognized earlier than under previous standards.

For resources that can assist you in managing the transition process, go to:

TECHNOLOGY MATTERS



Digital Marketing

Technologies such as blogs, podcasts and streaming video are changing the way that consumers research and buy products and services. But how can you integrate the tried and true "old media" outlets with the emerging "new media" to get more consumer engagement and better results from your advertising dollars?

Dan Burrus, a technology expert, explains the basic tenets of digital marketing in his article *The Five Pillars of Digital Marketing* and provides tips for seamlessly integrating both traditional and digital marketing.

www.cica.ca/index.cfm/ci_id/39405/la_id/1.htm

Blog and Podcast Your Way to Profits

Just when you think you have marketing all figured out, along come new technologies that revolutionize your ability to promote yourself to prospects and existing customers. While most people have heard of blogs and podcasts, few are taking full advantage of them. Marketing expert Peter Koepfel explains these marketing mediums in non-technical terms in his article *Does Your Business Need a Boost? Blogs and Podcasts May Be Your Answer* at:

www.cica.ca/index.cfm/ci_id/39406/la_id/1.htm

Is Your Computer Workstation Boosting or Hindering Your Productivity?

Do you spend long hours at your computer? Do you experience aches and pains or eye strain? *How to Make Your Computer Workstation Fit You* can help you assess the set up of your work area and the impact it may be having on your comfort, health and productivity. This 31-page booklet includes a checklist for assessing your posture, workstation layout, lighting and work organization and offers practical and inexpensive suggestions for making changes that can make a difference.

Download this helpful how-to guide at the WorkSafeBC website:

www.worksafebc.com/publications/

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FRAUD



Combating Digital Theft

In an age when criminals can digitally flash stolen money and intellectual property across the globe in an instant, corporations are often unprepared to investigate fraud promptly and effectively if it occurs in a country other than where they are headquartered, according to research by KPMG International.

Based on extensive global research that elicited responses from senior business executives at multinational businesses in 21 countries from all continents, *Cross-Border Investigations: Effectively Meeting the Challenge* discusses the challenges that companies face when performing cross-border investigations and provides insights on how they can address the issues.

Read the press release *Most Companies are Ill-Prepared to Investigate Cross-Border Fraud* at:

www.kpmg.com/Press/05.23.2007.htm

To download the report, go to:

www.kpmg.com/Services/Advisory/Other/CrossBorder.htm

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HUMAN RESOURCES



The Performance Management System as Strategic Tool

A recent study by OnPoint Consulting reveals that managers and HR professionals alike are disenchanted with their performance management systems – and suggests some guidelines for changing this reality. When your managers understand how performance management is linked to your organization's larger goals – how it drives the business and adds value to the company – they'll quit seeing it as an administrative task. That buy-in is everything. Get it and you'll see a whole new attitude toward performance management... which can transform the entire culture of your organization.

For guidelines on how you can enhance the quality and value of your system, read the study *Performance Management: Moving from Scoreboard to Strategic Tool* at:

www.cica.ca/index.cfm/ci_id/39407/la_id/1.htm

Mistake-free Communications

There was a typo in the meeting dates published. By the time the mistake was found and everyone was notified, more than \$25,000 had been spent in airline change fees, additional airfare, and other penalties.

Everyone makes mistakes. But, unfortunately, a minor blunder in writing can erode credibility and cost a company valuable time and money. See Ronnie Moore's article *Find Costly and Embarrassing Mistakes in Every Document You Write* for five proven steps for ensuring mistake-free text:

www.cica.ca/index.cfm/ci_id/39404/la_id/1.htm

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LEGAL MATTERS



RRSPs and RRIFs in Bankruptcy

Bill C-62 proposes to "amend the amendments" to the *Bankruptcy and Insolvency Act* made by Bill C-55 (now chapter 47, but not yet in force) so that RRSPs and RRIFs will be exempt from seizure in bankruptcy, save for the contributions made to non-life insurance registered plans within the 12 months immediately preceding bankruptcy. However, the application of this "clawback" raises concerns with respect to certain lump sum contributions, third party/spousal contributions, and locked-in contributions. In many cases, these commonplace contributions will be subject to the clawback, but whether that is desirable or intended is a matter to be considered.

See Fasken Martineau's bulletins:

RRSPs and RRIFs in Bankruptcy: Policy and Practical Pitfalls in the Proposed Amendments at:

www.fasken.com/InsolvencyRestructuringBulletin/August_2007

Exemption of RRSPs and RRIFs in Bankruptcy: Bill C-62 Will Change the Changes Made by Bill C-55 at:

www.fasken.com/InsolvencyRestructuringBulletin/Aug07

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PROFESSIONAL RESOURCES

CFO Insights: Delivering High Performance

By: Michael R. Sutcliff and Michael Donnellan

Publisher: Wiley

CFO Insights: Delivering High Performance explores the implications of Accenture's high performance finance research and interprets the link between high performance business and the role of the CFO in delivering this. Written from the perspective of the CFO, the book provides real-world, relevant examples, including flagship interviews with CFOs of high-performing businesses.

[Click here for more information](#)

Doing Business Anywhere: The Essential Guide to Going Global

By Tom Travis

Publisher: Wiley

If your company is thinking about going global or has already taken the leap, this is a vital guide to getting and keeping your competitive edge. International trade expert Thomas Travis isolates six Tenets of Global Trade that can help global entrepreneurs understand the trade opportunities and avoid costly mistakes.

[Click here for more information](#)

Getting the Deal Through: Corporate Governance 2007

This special report addresses the most important issues facing corporations in relation to the laws and regulations governing corporate and securities practice in 39 jurisdictions worldwide.

The seven-page Canadian chapter provides a brief overview of the legal and regulatory corporate governance framework in Canada, including the sources of corporate governance rules and practices, the rights and equitable treatment of shareholders, corporate control, the responsibilities of the board, and disclosure and transparency.

Download the Canada chapter for free at:

www.mcmbm.com/AboutUs.aspx?Section1=AboutUs&Section2=PublicationRightClick&TypeID=1&ID=9a201076-4443-4b9c-8ed9-fbd2d6333ca1

Interactive Data – Building XBRL into Accounting Information Systems

A comprehensive new research study, *Interactive Data – Building XBRL into Accounting Information Systems* explores the implementation and business process implications of using Extensible Business Reporting Language (XBRL) at different levels in an organization's information structure. This insightful study gives you the guidance you need when considering the use of XBRL and its implications for your practice. For more information and to order copies, visit CICA's online bookstore at:

www.knotia.ca/store/xbri-cap

Online Privacy Resources

Two new CICA privacy resources are now available online:

- *20 Questions Businesses Should Ask About Privacy* - presents thought provoking questions every business should ask about privacy.
- *Map of Canadian Privacy Laws* - presents the privacy laws applicable in each jurisdiction in Canada as well as an introduction to Generally Accepted Privacy Principles.

To download these free resources, go to:

www.cica.ca/privacy

CPA2Biz

CPA2Biz Inc., a subsidiary of the American Institute of CPAs (AICPA), has re-engineered its site to make it more user-friendly to accounting and finance professionals. Built on a powerful new web platform, the site provides users with many new capabilities designed to keep pace with the expanding web-based needs and expectations of the accounting profession.

www.cpa2biz.com

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CONTINUING EDUCATION



National Conference on Income Taxes

October 15-17, 2007

Sheraton Centre Toronto Hotel, Toronto, ON

This conference provides practical approaches and solutions to wide-ranging situations such as financial services, wealth management, mutual funds and life insurance.

<http://www.cica.ca/1/1/3/8/index1.shtml>

Investigative and Forensic Accounting Conference

October 29-30, 2007

Sheraton Centre Hotel, Toronto, ON

Presented by the CICA's Alliance for Excellence in Investigative and Forensic Accounting, this conference provides the most up-to-date information relating to investigative accounting from prominent experts providing a wealth of practical knowledge and experience.

www.cica.ca/1/1/4/2/index1.shtml

National Conference for Audit Committees

November 15-16, 2007

Park Hyatt Hotel, Toronto, ON

Evolving securities regulations and greater expectations are increasing the responsibilities, workload and risk of audit committees. Attend this two-day informative conference to help you meet these increasing demands.

www.cica.ca/2/4/5/1/4/index1.shtml

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www.cica.ca/index.cfm/ci_id/25048/la_id/1.htm

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