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Dear Subscriber:

Welcome to the October 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



Internal Audit: Delivering Greater Value

PricewaterhouseCoopers' fourth annual State of the Internal Audit Profession Study indicates there is a clear gap between the current focus of many internal audit functions and where they need to set their sights in order to deliver greater value to their stakeholders. Internal audit groups have been concentrating on financial and compliance risks, traditional areas where their confidence level is high. Now it's time to sharpen their focus on strategic, operational and business risks.

See PwC's 2008 state of the internal audit profession study, *Targeting Key Threats and Changing Expectations to Deliver Greater Value*.

pwc.com

Maintaining Market Share in an Economic Downturn

During an economic downturn, some businesses may consider reducing their marketing and advertising budget. However, this is the very time a business needs to renew its focus on reaching its target customers and maintaining its market share. Karen Saunders' article *Relationship Marketing* sets out marketing strategies for building strong networks and nurturing customer relationships while keeping the budget in check.

www.cica.ca/index.cfm/ci_id/46031/la_id/1.htm

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Transition to International Standards



Free Webinar

IFRS - Practical Planning Strategies and Disclosure Requirements

November 18, 2008

Receive a one hour CPD credit for attending this webinar.

This highly informative session will provide practical advice for developing an effective IFRS transition plan. Gordon Heard of The Finance Group will identify strategies to focus your efforts on the issues most relevant to your organization and provide suggestions for available resource material. Kelly Gorman from the Ontario Securities Commission will connect this discussion to the regulatory requirements for MD&A disclosures regarding the progress of your company's IFRS transition planning. This webinar is sponsored by PTC Accounting.

Register for free at

www.snwebcastcenter.com/event/?event_id=205

Free Webinar

IFRS: What You Need to Do Now

Understanding the impact of IFRS is the first step towards developing a conversion project that works. Those who start planning early are more likely to have a smoother conversion process. This webinar outline the steps a business needs to take now to avoid surprises down the road. Originally presented on October 8th, this webinar attracted over 1500 participants. Online registration is simple and free for members. A recording of the presentation is available at:

events.onlinebroadcasting.com/cica_ds/100808/index.php

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Technology Matters



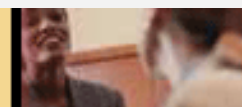
Building an e-Business Strategy

Canada is one of the most Internet-connected countries in the world - yet too few of our businesses have an actual e-business strategy. For key questions that can help your organization focus on e-business initiatives that have the largest potential impact on your bottom line, go to:

www.ic.gc.ca/epic/site/dir-ect.nsf/en/h_uw00867e.html

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Human Resources



@Home Employees

Everyone wins when trusted employees are offered the opportunity of working at home. The key to success is careful planning and strategic management of the telecommuting arrangements.

See Lindy Batdorf's article *Home-based Employees: Eight Strategies for Success* for tips on how to successfully offer the flexibility of working at home to the benefit of both your organization and its employees.

www.cica.ca/index.cfm/ci_id/46030/la_id/1.htm

Bridging a Management Gap

As the baby boomer generation starts to leave the workforce, the single most important issue organizations will need to deal with in the next few years is finding talent. Read Jane Matthews and Michael Dick's article *Leadership on Demand* for tips on bridging the gap with interim executives. There may be advantages to this strategy you have not yet considered.

www.cica.ca/index.cfm/ci_id/46485/la_id/1.htm

Study Shows 27% of New CEOs Lasting Less than Three Years

An increasing number of CEOs are exiting their positions prematurely, according to a US study. The study by Yan Zhang at Rice University's Jones Graduate School of Management shows why more than 25 percent of new CEOs studied from 1993 to 1998 left their job within three years.

Read the press release at:

www.rice.edu/nationalmedia/news2008-06-03-ceo.shtml

To read the complete study, visit

www.rice.edu/nationalmedia/multimedia/2008-06-03-ceo

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Fraud

Fraud



The Face of Fraud: It's Not Who You Think

There is no typical fraud victim in Canada, but research shows that fraud victims are likely to be educated, informed, relatively affluent and involved in their communities. The professional criminals who perpetrate these scams know what they're doing and, unfortunately, know how to do it well.

The 6-page brochure *Recognize it. Report it. Stop it*, developed by the Fraud Prevention Forum members, can help you recognize the latest trends in fraud techniques, take preventative measures to combat it and know who to contact if you, your family members or colleagues fall victim. Download the PDF at:

www.rcmp-grc.gc.ca/scams/brochure_e.pdf

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Legal Matters



The Case for Effective Documentation Policies

Electronic information can quickly turn into a money pit for organizations facing litigation or a regulatory investigation since any document relevant to the civil action must be produced – including data stored on computers. See Fasken-Martineau's bulletin *Documentary Discovery and E-Discovery* for a discussion of the discovery process as well as the tasks that need to be completed when litigation is anticipated.

www.fasken.com/litigation_and_dispute_resolution_bulletin_march2008/

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Professional Resources



Deciding to Go Public: What CFOs Need to Know

by Beth Deazeley, LL.B.

Deciding to Go Public: What CFOs Should Know provides an overview of the CFO's role in the decision to take a company public. It sets out the areas in which the CFO provides critical input to other members of the management team and to the board of directors, as well as the CFO's essential role in interacting with the investment community. Download a free copy at:

www.cica.ca/download.cfm?ci_id=44492&la_id=1&re_id=0

Guide to Comparing Business Locations in North America, Europe and Asia Pacific

KPMG's *Guide to International Business Location Competitive Alternatives 2008* study provides valuable information for any company locating international business operations. The study compares business competitiveness for more than 100 cities in 10 countries with a focus on international business costs.

Also see *Competitive Alternatives 2008 Special Report: Focus on Tax* at the same link. Download the Executive Summary or the full report at:

www.competitivealternatives.com/download/default.asp

Leading by Example: Key Developments in the First Seven Years of PIPEDA

The Office of the Privacy Commissioner of Canada (OPC) recently released *Leading by Example*. Reviewing leading cases under the Act, the book is designed to help businesses comply with the Personal Information Protection and Electronic Documents Act (PIPEDA) and improve their privacy practices. Download a free copy at:

www.privcom.gc.ca/information/pub/lbe_080523_e.asp

Comprehensive Resources that Make the Difference

The Canadian Institute of Chartered Accountants is a trusted source of authoritative, comprehensive resources and tools to help you stay current on accounting, financial reporting, tax and compliance topics. This webpage provides a helpful overview of pertinent professional resources:

[Click here for more information](#)

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Continuing Education



CICA's Conference on Corporate Finance

Future Opportunities for Doing Business in Canada

November 5-6, 2008

Toronto, ON

Merger and acquisition activity has been phenomenal over the past few years. Now, what lies ahead? Find out by attending this two-day conference featuring a keynote address by Jeff Rubin, Chief Economist & Chief Strategist at CIBC World Markets. Other sessions, held in both plenary and concurrent format, include Partnering for PPP, Listing on Venture Exchanges, Dealing with Distressed M&A, and Going Private. Networking opportunities will allow you to meet with colleagues who are dealing with similar challenges.

www.cica.ca/4/5/8/2/1/index1.shtml

PIPA Conference 2008

Privacy 2.0: Managing Privacy from the Inside Out

November 17-18

Calgary, AB

For leaders of businesses and not-for-profits across British Columbia and Alberta, this conference can assist you in enhancing your privacy compliance programs. The forum offers an excellent opportunity to hear from privacy regulators, stakeholders and business experts from around the globe about managing personal information in the electronic age.

The featured speakers include Claudiu Popa, author of the CICA's latest addition to the CA Tools for Success series of publications, *The Canadian Privacy and Data Security Toolkit for Small & Medium-Sized Enterprises* (to be released late 2008).

For more information about the conference, see:

www.verney.ca/pipa2008/

Networking For Business Development Success

Date: November 25, 2008

Time: 12:30 PM ET

Format: 30-40 minute presentation followed by 10-20 minutes of questions

Whether you are selling a product, a service, or yourself, the relationship will always cement the deal. In this webinar, you will learn a systematic process to develop and nurture relationships – and then how to close the sale. This isn't a "how to schmooze" presentation, but one that provides specific guidance on how to grow value and influence with others.

To register, go to:

www.snwebcastcenter.com/event/?event_id=203

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

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The Canadian Institute of Chartered Accountants

277 Wellington Street West
Toronto, Ontario M5V 3H2, Canada
Tel. 416-977-3222
Fax: 416-204-3414

Publishers

Cairine Wilson,
Vice-President, Member Services

Bryan Walker, CA
Director of Practitioner Support and Assurance
Services

Editor

Kathleen Aldridge

Designer

Megan Kennedy

Production

Mark Hinkley

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