

## GLENN MAIR

Director

- ▶ B. Economics, Monash University, Melbourne Australia
- ▶ Member, Chartered Professional Accountants of British Columbia
- ▶ Member, Chartered Accountants Australia and New Zealand
- ▶ Member, Economic Developers Association of Canada
- ▶ 20+ years accounting and consulting experience
- ▶ 10 years with KPMG Consulting in Canada and KPMG in Australia
- ▶ Project Director of International KPMG Business Cost Comparison *Competitive Alternatives*

## Examples of Previous Assignments

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### Project Management

#### **International Business Cost Competitiveness**

On behalf of KPMG, acted as project manager for every edition since 1997 of *Competitive Alternatives, KPMG's Guide to International Business Location Costs*. Project management involved active participation and team leadership in all aspects of these projects, including sponsor recruitment, methodology and model design, international primary research programs, data analysis, reporting, report design and production, project financial management, project quality control, and post-release promotional activities. Project teams managed ranged from five to 15 individuals, in a variety of disciplines. Total project budgets managed have ranged up to \$2.0 million for each edition of the study.

#### **Business, Economic Analysis and Application Development**

Since 1996, managed numerous small and medium business, economic analysis and application development projects, in the various functional specialties outlined in this resume. Project teams managed have ranged from three to six members, with project budgets managed ranging from \$25,000 to \$500,000. Projects were consistently managed on-time and on-budget, with high levels of client satisfaction.

### Corporate Location Analysis

#### **Expansion Site Selection: Transportation Equipment**

On behalf of a Canadian manufacturer in the transportation equipment industry, led a site selection study for the establishment of an expansion manufacturing facility. The process involved initial and secondary location identification and screening, identification of potentially suitable facilities, identification and negotiation of potential incentives, administering of hiring surveys, and leading a communities tour to five short-listed cities.

<b>Expansion Assessment: Automotive</b>	On behalf of a major Canadian automaker, directed key elements of a review and assessment of plant expansion plans. The study evaluated the nature of the proposed expansion and the potential for provincial financial assistance in the project.
<b>Expansion Review and Incentives Negotiation</b>	On behalf of a multinational auto parts manufacturer, assisted the US-based KPMG project team to provide Canadian-focused analysis and advice on business, political, and incentives issues relevant to the company's Canadian operations.
<b>Site Location Analysis: Back Office</b>	Assisted a multi-national corporation to identify potential locations within North America for a major back-office facility, and performing cost analysis of those locations relative to previously identified US sites.
<b>Strategic Location Options</b>	Assisted a Canadian-based manufacturer to identify strategic imperatives relating to the company's desire to expand to new locations. This process helped clarify options relating the company's expansion plans, eliminated plans for an unnecessary expansion in the US, and resulted in a short-list of potential countries for expansion in Europe.
<b>Comparative Site Analysis: Chemicals Industry</b>	On behalf of the Canadian division of this multinational company conducted an analysis of existing Canadian and US manufacturing and regional-office sites, comparing a broad range of location factors. This assisted assist the firm in identifying its location-related strengths and weaknesses, as a preliminary step to bidding for intra-group projects.
<b>Expansion Feasibility Study: Europe</b>	On behalf of a US-based manufacturer of packaging products, conducted an initial study on the economic feasibility of establishing manufacturing operations in Europe.
<b>Expansion/Relocation Feasibility Review</b>	On behalf of the government of a Canadian province, worked with a Canadian manufacturer of heavy vehicles to review and critique the feasibility plans of the firm for the expansion and/or relocation of their business operations to the US. The aim of the review was to provide the province's economic development agency with comfort as to the true cost implications to the firm of each location alternative, in advance of the province negotiating with the firm.

## International Competitiveness Analysis

**Competitive Alternatives** On behalf of various international, national, provincial, regional and municipal economic development agencies, and in association with KPMG, since 1997 have directed the biennial study Competitive Alternatives, KPMG's Guide to International Business Location Costs. Over successive editions, this study has examined business costs in more than 150 cities in more than a 15 countries, with the results being subject to significant media exposure around the world. Results are delivered to clients as hard copy reports and also through interactive online modeling applications. Have presented the results of these studies at many business events in North America, Europe and Latin America.

**Competitive Alternatives:  
Focus On Tax** Related to the biennial KPMG Competitive Alternatives business cost study, developed a second methodology and product for KPMG to specifically compare total tax burden in countries and major cities around the world.

**Location Matters:  
US Tax Competitiveness** Assisted the US Tax Foundation and KPMG US with the methodology and model development for this extensive comparison of corporate taxes and incentives across all 50 US states. The analysis examined tax burdens for seven different industries, and separately analyzed the taxes paid by both established (mature) enterprises and those paid by newly-located operations eligible to receive additional tax incentives.

**Competitiveness  
Benchmarking: Alberta** On behalf of the Province of Alberta, directed a detailed analysis of Alberta's economic competitiveness relative to 14 competing Canadian provincial, US state and international jurisdictions (Queensland (Australia), Finland, and Norway). More 60+ key indicators were identified and benchmarked across locations, covering topics including economic prosperity, productivity, innovation, human capital, taxation and fiscal policy, and infrastructure. This report was subsequently updated by MMK Consulting in 2013.

**Competitiveness Study:  
Automotive Sector** In conjunction with KPMG, on behalf of Industry Canada and the Canadian Automotive Partnership Council, completed a detailed review of the automotive sector in Canada as compared to key US jurisdictions. The review was broad-based, encompassing business costs, business incentives, labour force issues, logistics and border issues, and environmental considerations. This project was originally completed in 2003 (led by KPMG), and was updated and expanded in 2008 (led by MMK Consulting). In 2012, a further update by MMK Consulting refined the analysis to assess the cost competitiveness of Ontario for retooling of existing automotive assembly plants as compared to Ohio, Michigan, and Illinois.

**Cost Model Application:  
Australian Competitiveness** In association with KPMG Australia, led the development a cost model application for the Victoria Department of Treasury and Finance that measured business cost competitiveness among Australian states, with a focus on those cost factors controlled or influenced by state governments.

**Cost Competitiveness:  
Canada, China and India**

Completed a competitiveness analysis of business costs in China and India as compared to Canada and other industrialized countries included in the 2006 and 2008 Competitive Alternatives studies. This analysis was used by the client to better understand the actual cost differentials of business operations in Canada as compared to these major emerging markets.

**Business Cost Analysis:  
Australia**

On behalf of the South Australia Department of Trade and Economic Development, directed a study that benchmarked business costs for four Australian cities against the 2006 Competitive Alternatives study results. Building upon this analysis, in conjunction with KPMG Australia, managed the research and analysis in a further study for the Australian federal Department of Transport and Regional Services that benchmarked business costs in a total of 28 Australian cities.

**Cost Analysis: Foreign  
Currency Exchange Trading**

In conjunction with the BC Ministry of Jobs, Tourism and Innovation and on behalf of International Financial Center BC, developed a comparison of operating costs of a small foreign currency exchange trading house operating in each of 10 major North American cities.

**Economic Incentives Analysis**

Completed analyses of economic incentives available in Canadian and US locations on behalf of various Canadian economic development agencies. These analyses were to assist the Canadian agencies in understanding the range of available incentives, the relationship between incentives and underlying business costs, and the overall financial impact of US incentives on the types of businesses the Canadian agencies were working to attract.

**FDI Value Propositions**

On behalf of the Invest in Canada Bureau, directed a joint MMK/KPMG project that involved the assessment of competitive strengths and weaknesses of Canadian and international clusters in six industry sectors: aerospace, biotechnology, business services, environmental technologies, machinery manufacturing, and wireless & multimedia.

**Personal Taxation and  
Cost of Living Analysis**

Completed six annual studies of personal taxation and costs of living among a group of Canadian and US cities. The comparisons were focused on high technology employees, to better understand the overall implications of lower taxes on salaries of high technology employees in the United States.

**Tax and Business Cost  
Competitiveness: Alberta**

Worked with four Alberta high tech firms to develop a case study-based analysis of business costs, corporate taxes, and personal taxes for each of the four firms, as compared to competing Canadian and US jurisdictions. These case studies provided government with information useful for formulating policies and initiatives to promote the development of the high tech sector in Alberta.

- High-Tech Sector Review** Completed a review of the high-technology sector in British Columbia, with comparisons to US states viewed as competitors for potential high-tech investments. Review included statistical analysis of industry growth, qualitative profiling of the sector and its participants, and brief analysis of factor-costs, taxation costs and non-financial factors in the province which impact upon location decisions for high-tech firms. The final report is to be used as part of efforts to increase high-tech investment in the province.
- Cost Competitiveness Study: Film Industry** On behalf of the Vancouver Economic Development Commission and BC Film Commission two organizations, led a project that compared detailed film production costs in Vancouver, Los Angeles, and New Orleans. The analysis involved using a pro-forma production budget template (using Movie Magic software) from an actual full length feature movie, and then working with production staff in each jurisdiction to develop the equivalent budget for that jurisdiction. The final report was to be used in efforts to implement policy changes to further enhance Vancouver's competitiveness for film production.
- Location Cost Analysis: Data Centres** On behalf of the Atlantic Canada Opportunities Agency, directed an analysis of location sensitive business costs in the data centre industry. The study assessed both physical characteristics and infrastructure requirements of typical data centre operations, and the detailed business costs for operating a prototypical facility in a total of 71 international cities.

## Economic Development Consulting

- Investment Attraction: Aerospace** Assisted Industry Canada in the process of attracting a potential major investment by an international aerospace corporation. Directed an analysis of competing locations to provide the government with pro-forma comparisons incorporating costs and possible incentives for potential Canadian and US investment locations.
- Sector Review: BC Clean Tech** In association with KPMG, assisted with methodology design, survey design, and analysis of survey data for this inaugural scorecard report documenting the state of the BC Clean Tech industry.
- Investment Attraction: Global Corporation** Assisted the government of a Canadian province in the process of attracting a potential major investment by a global athletic-wear corporation. Dealt directly with the potential investor in providing location-specific information and analysis. Also provided the government with competitive analysis of costs and possible incentives for competing US jurisdictions.

- Investment Attraction:  
Metals Refining** Following initial discussions between a BC municipality and a major US manufacturer, assisted the municipality in assessing its strengths and weaknesses with regard to the specific investment opportunity. Also conducted a brief analysis of the strengths and weaknesses of other locations competing for the same investment and advised the municipality on strategy for promoting itself as a suitable investment location.
- Industry Targeting:  
Marine Sector** Assisted the Vancouver Island Economic Developers Association in identifying high-growth industries within the marine sector which may be suitable for relocation or expansion in the region. Information was developed on competing locations and key firms in each industry, as well as specific locational requirements of each industry. This information was to form the starting point for a targeted marketing campaign.
- Industry Sector Targeting** On behalf of the Vancouver Economic Development Commission, directed an industry sector targeting study that involved industry-by-industry assessments and scoring of both strategic fit for Vancouver and Vancouver's competitive position relative to other major Canadian and US jurisdictions. The objective of the study was to identify high potential industry sectors (those with high scores for both strategic fit and relative competitiveness) for further development in Vancouver. This study was used by VEDC as a first step toward the development of a comprehensive economic development strategic plan.
- Company Targeting:  
Back Offices** Assisted New Zealand's national investment attraction agency in identifying specific companies for targeting by the agency's investment promotion specialists, seeking new investment in back office facilities. Extensive company research was undertaken to determine current growth and cost-reduction strategies of potential target companies, to ensure that a back office investment in the client's country may represent a viable business option for each target company given their current positions and directions.
- Organizational Design:  
Investment Attraction Agency** Developed an organizational concept and start-up business plan for a new investment attraction agency for a Canadian province. The planning process involved extensive consultation with a wide range of stakeholders, and the design of an organizational structure to satisfy competing stakeholder needs and interests. This agency is now in the process of being established by the relevant Province.
- Competitiveness Strategies** Provided strategic advice to provincial, regional and municipal economic development agencies on economic development strategies, cost and non-cost competitiveness issues, and performance of the economic development agencies relative to their peers.

**Community Profiles Review** On behalf of Canada's national investment promotion agency, conducted a review of community profile information provided on the internet by various economic development agencies. Interviewed site selectors, corporate realtors and corporate users of this data to determine their needs, and made recommendations on how web-based community profiles could be improved to better meet the information needs of targeted users.

**Investor Targeting Materials:  
Corporate Taxes** On behalf of this Canadian federal investment promotion agency, prepared an informational report and comparison on corporate taxes in Canada and the United States, as applicable to large manufacturing and large services operations, and reports on R&D tax incentives in Canada and the United States. These reports were, written in lay terms for the non-tax-specialist foreign executive, and were prepared to fill a perceived gap in the existing suite of targeting materials used by the organization.

**Investor Targeting Materials:  
R&D Tax Credits** On behalf of this Canadian local economic development agency, prepared an informational report and marketing brochure that explained the differences and advantages of R&D tax incentives in Canada as compared to the United States. This report was also adapted by the client for inclusion as a dedicated section of their website.

**Trade and Investment Flows:  
Canada and Asia** On behalf of Foreign Affairs & International Trade Canada, for the Asia Pacific Gateway & Corridor Initiative, completed a study that analyzed anticipated trade and investment impacts for Canada from the strong economic growth of the Asia Pacific region.

**Economic Development  
Strategy: Australia** Completed a series of case studies that investigated economic development policies and other economic influences in metro areas that had achieved above-average economic growth despite having below-average population growth. The project was designed to provide South Australia with new ideas for economic development strategies that could work with their existing population dynamic, as an alternative to focusing on population growth as a means of achieving economic growth. Implications for South Australia were extracted from the case studies.

## Economic and Socio-Economic Impact Analysis

**Socio-Economic Impact  
Analysis: Ski Resort** Led the analytical components of this project to assess the economic impacts, social impacts, municipal services impacts, and municipal fiscal impacts of this proposed major ski resort on the neighboring community. Developed integrated modeling of resort development scenarios, which drove demographic and socio-economic projections, and fiscal impact projections.

<b>Economic and Social Impact Analysis: Research Facility</b>	On behalf of TRIUMF (Canada's national laboratory for particle and nuclear physics) completed an assessment the expected economic impacts ongoing operations both with and without a proposed facility expansion, to determine the net incremental impacts if the proposed expansion proceeds. Also examined the broader socio-economic impacts that TRIUMF generates within British Columbia.
<b>Economic Impact Analysis: Renewable Energy Industry</b>	Completed an analysis of the expected economic impacts on the Ontario and Canadian economies from the construction and operation of two separate plants proposed to be built in an Ontario community for manufacturing key components for the renewable energy industry.
<b>Economic Impact Analysis: International Finance Centers</b>	Developed an estimate of the total provincial economic impacts associated with BC's International Financial Activity (IFA) program. This program allows companies operating a registered international financial business in BC to receive a 100% refund of BC corporate income taxes paid on income derived from a range of qualifying international financial activities.
<b>Economic Impact Analysis: Real Estate Development</b>	Completed an analysis of the expected economic impacts on the economy of British Columbia of a major proposed mixed-use waterfront development project in a coastal BC community.

## Business and Strategic Planning, Public Sector

<b>Modelling Analysis: BC Ferries</b>	On behalf of the BC Ferry Commission, and building upon MMK Consulting's analysis of BC Ferries' most recent service proposal for 2013-2016, led the development of a sophisticated financial analysis model to allow for straight-forward comparisons of the financial impacts of various revisions or constraints that could be made or applied to the BC Ferries service proposal.
<b>Capital Project Review: BC Ferries</b>	Reviewed a proposed major capital project related to vessel replacement. The objective of this review, which was required under statute, was to determine whether the proposed capital expenditure was, in whole or in part, reasonably required.
<b>Business Plan: Investment Attraction Agency</b>	Developed an organizational concept and start-up business plan for a new investment attraction agency for a Canadian province. The planning process involved extensive consultation with a wide range of stakeholders, and the design of an organizational structure to satisfy competing stakeholder needs and interests. This agency is now in the process of being established by the relevant Province.

**Financial Management  
Review: Electric Utility**

Interviewed senior managers in the finance function of this crown corporation to document the evolution and current role of the financial management function in the organization. This review was part of a larger federal project related to the design and implementation of private-sector style financial management techniques within federal government departments.

## Business and Strategic Planning, University Sector

**Strategic Planning: UBC  
Graduate Study Society**

Led an external review of the structure and operations Graduate Student Society of UBC Vancouver. The findings were based on an extensive interview program of nearly 50 stakeholders, observations of GSS proceedings and processes, a comparison with other organizations, and professional experience in dealing with a wide variety of organizations. The review led to a large number of recommendations to improve organizational structure and processes, many of which have since been implemented by the GSS.

**Strategic Planning: UBC  
Athletics & Recreation**

Led the process of strategic review for this organization, including extensive consultation with stakeholders and benchmarking of programs, facilities and organizational structure relative to other leading universities. Developed a comprehensive strategic and financial plan (over 200 pages) for the organization. Developed the capital plan for a \$100 million program of new facility construction and facility renovation, including the construction of new on-campus ice facilities to be used for the Vancouver 2010 Winter Olympics Games.

**Strategic Planning: UBCO  
Athletics & Recreation**

Led the development of an initial strategic business plan for the Athletics & Recreation department upon the establishment of UBC Okanagan. The eight-month planning process included interviewing more than 30 stakeholders, hosting two public open houses, and visiting and/or interviewing three comparable Canadian universities. Subsequent to the initial plan, also continued to provide strategic advice on potential expansion opportunities, and updated the plan in 2012, to establish a second five-year strategic plan for the organization.

**Strategic Planning: UBCO  
University Relations**

At UBC Okanagan, led an external review of the University Relations department, which includes Marketing & Communications, Media Relations, Community Relations, and Ceremonies & Events. Assessed the current organizational structure, methods for service delivery to UBCO client groups, and options for addition of new integrated-yet-distributed marketing and communications staff to better serve client needs.

- Organizational Review: UBC Bookstore** Reviewed the finance function of the book store and identified opportunities for enhancement of financial management practices. Recommendation included the appointment of a Financial Manager/Controller. Developed the job description for this new position, based on responsibilities and attributes identified during the course of the project.
- Business Planning: UBC** Completed a large number of business planning projects at this public university, including the financial evaluation of a new dedicated training facility for ESL programs, development of a capital assets management plan, and annual business plans for autonomous university business operations, including the bookstore, parking services, security services, utilities, infrastructure maintenance, and child care.

## Business and Strategic Planning, Private Sector

- Performance Measurement: Real Estate Association** On behalf of the BC Real Estate Association, developed a methodology and multi-factor framework for quantitative measurement of professionalism in the real estate industry. This framework was desired so as to track performance of programs and services designed to enhance the level of professionalism in the industry.
- Business Plan: Metal Products Manufacturer** Prepared four-year financial forecasts that formed the basis of the business plan for this medium-sized manufacturer. Interviewed management and external advisers to obtain operating data to model business operations and prepare forward projections. As a result of this work, recommendations were made to management regarding improvements to their financial information systems.
- Financial Projections and Product Costing** Assisted management of a medium-sized paint manufacturer, wholesaler and retailer with preparation of financial budgets for existing business operations, models and projections for planned new business ventures, and development of a product costing model for a new manufacturing operation.
- Financial Feasibility Study: Private ESL College** Involved in preparing a financial study to assist a Thai business consortium assess the feasibility of establishing a residential ESL (English as a Second Language) college for Thai students in Melbourne, Australia. Undertook critical analysis of the consortium's initial business strategy and timetable, modelled financial projections for the planned college, and presented financial projections to the consortium leaders.

**Financial and Economic Projections: Mining**

Completed a review of a financial and economic model prepared by this company as part of the feasibility study for a potential new mine. The feasibility study had been prepared in an effort to raise capital for the development of the mine. However, potential investors requested that an independent review be conducted to examine the mathematical accuracy, spreadsheet logic and accounting logic of the financial and economic model presented by the company.

**Strategic Marketing Plan: Outerwear Manufacturer**

Assisted this manufacturer of outerwear garments to prepare a five-year strategic marketing plan. Conducted secondary market research, interviewed retailers for product feedback, assisted in visioning workshops, and coordinated drafting of the plan. The marketing plan was being prepared to assist the company consolidate after a period of product line expansion.

## Business Process Improvement

**Accounting Department Review: Venture Capital Firm**

Reviewed the people, organizational structure and processes of the accounting function to determine appropriateness to existing firm needs. Developed recommendations for improvement and forward strategic planning.

**Business Process Redesign: Toy Manufacturer**

Involved in the review of existing business processes and the design and implementation of process improvements for a small manufacturer of toys that was undergoing extremely rapid business growth. Process redesign was aimed both at eliminating inefficiencies and improving reliability of data capture. Responsibilities on this assignment included training of staff in new process operation.

**Acquisition Processing: Funeral Services Firm**

Involved in a six-month project to provide accounting assistance and process redesign recommendations to the acquisitions department of this publicly traded company. The need for process improvement had arisen out of a backlog in accounting for corporate takeovers. This engagement involved working co-operatively with the acquisition accounting staff of the company as well as liaison with staff from other divisions, including corporate development, legal, tax, MIS and general accounting.

**Payroll Processing: Public Post-Secondary College**

Completed a special project for the Bursar of this Vancouver-based college. The college payroll system was not providing adequate data regarding “over and under” salary accruals. Designed, developed and implemented a spreadsheet-based application to analyze payroll and workload data to automatically calculate the required accounting adjustments and provide flexible reporting options.

## Information Systems and Technology

- Custom Business Location Analysis Model** On behalf of KPMG Consulting's Global Location and Expansion Services practice, developed custom applications for use by three clients in undertaking sophisticated modeling of business operating costs in multiple industries and jurisdictions. Based on an Excel spreadsheet model used in-house by KPMG Consulting, used VBA to develop a complete user-interface such that the user of the application required no spreadsheet experience. Also developed full on-line user support, and bilingual reporting options. Installed user base for this application was 75 users in three provinces.
- Web-based Business Location Analysis Model** On behalf of KPMG LLP's Strategic Relocation and Expansion Services practice, developed a web-based version of the predecessor KPMG Consulting Business Location Analysis Model for on-line use by existing and new licensees of the Model. Undertook all aspects of application architectural design and led the application development team from project initiation through to final delivery and user training. The web-based application is designed based on n-tier architecture, using Microsoft SQL Server for the database tier, VB-COM, ASP, VB.NET and ASP.NET for the business tier, and XHTML, JavaScript and DotNet Charting for the presentation tier. Licensed user base for this application has exceeded 500 users across Canada and internationally.
- Web Portal Technical Review** As part of the strategic and business planning process for a new internet-based information portal for environmental stewardship organizations, being developed by the Department of Fisheries and Oceans, conducted a review of the hardware and software requirements for the web portal, both from a technical and a user-accessibility perspective. The portal is a collaborative effort involving federal agencies, non-government organizations and industry, and is intended to provide users with relevant and complete information related to stewardship. The national portal being developed by building on a successful provincially-based portal.
- Information Systems Implementation** Led the review of this small manufacturing client's existing financial information system, and the selection, implementation and customization of a new integrated G/L, A/P, A/R and Payroll system for a small manufacturer experiencing extremely rapid growth. In addition, coordinated necessary network upgrades associated with the implementation, and provided training for staff operating the new system.
- Payroll Software Review and Installation: KPMG Melbourne** KPMG had agreed to provide bureau payroll services to medium-sized clients that were seeking to outsource their payroll functions. On behalf of KPMG, reviewed available bureau payroll software packages, made recommendations on an appropriate package, installed and configured the selected package, and provided training and on-going support to client-service staff using the software.

## Applications and Languages

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- Applications**
- ▶ Advanced level: Microsoft Excel, OneNote, PowerPoint, Word
  - ▶ Proficient level (including database design where relevant): Adobe Fireworks, DotNet Charting, Insallshield, Microsoft Internet Information Services, Microsoft Project, Microsoft SQL Server 2008, Microsoft Visual Studio 6, Microsoft Visual Web Developer 2008, Microsoft Windows Server 2008 and 2012.
- Languages**
- ▶ VBA (Excel), extensive use, 10+ years
  - ▶ XHTML/HTML, extensive use, 10+ years
  - ▶ JavaScript, moderate use, 10+ years
  - ▶ ASP/VB-COM, extensive use, 10+ years
  - ▶ SQL, moderate use, 10+ years
  - ▶ ASP.NET/VB.NET, moderate use, 10 years

## Market Research

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- Marketing and Implementation Plan**
- Conducted a review of service providers for real-time Digital GPS correction signals, and assessed the competitiveness of a planned new service. Conducted industry interviews to determine acceptance of the new service, assess price points, and identify potential distribution channels and technologies for the service. Provided final recommendations on distribution channels.
- Industry Research: Telephony Software**
- Involved in conducting market research in the small-office/home-office (“SOHO”) computer market in North America. A producer of integrated voice-mail, fax and data communication software was seeking to establish a marketing plan for its product. This focused on identifying the major markets for and the key features to include on new releases of its software.

## Financial Accounting Experience

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- Financial Accounting and Review Services**
- ▶ Wholesale and Retail Traders:
    - Wholesale petroleum distributor
    - Furniture and architectural antique retailer
    - Paint and hardware wholesaler and retailer
  - ▶ Mining
  - ▶ Bloodstock
    - Bloodstock breeders and stud farm operators
    - Thoroughbred stallion syndicate managers
  - ▶ Educational and Research Funding Foundations
  - ▶ Real Estate Management

- ▶ Investment
- ▶ Manufacturing Firms
- ▶ Golf and Country Clubs
- ▶ Holding/Management Companies