

Gamechangers

MAGAZINE



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PREDICTIONS FOR 2016
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LAND ROVER'S CLIMB TO THE TOP
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**A DIFFERENT PERSPECTIVE: JOHN KLEOPAS, CHAIRMAN
OF ALLIOTT GROUP, DISCUSSES AN ALTERNATIVE
APPROACH TO CROSS BORDER PROFESSIONAL SERVICES**

Vision, Know-How And Strong Personal Relationships: The Essential Ingredients For Simplifying Cross Border Business While Reducing The Risks.



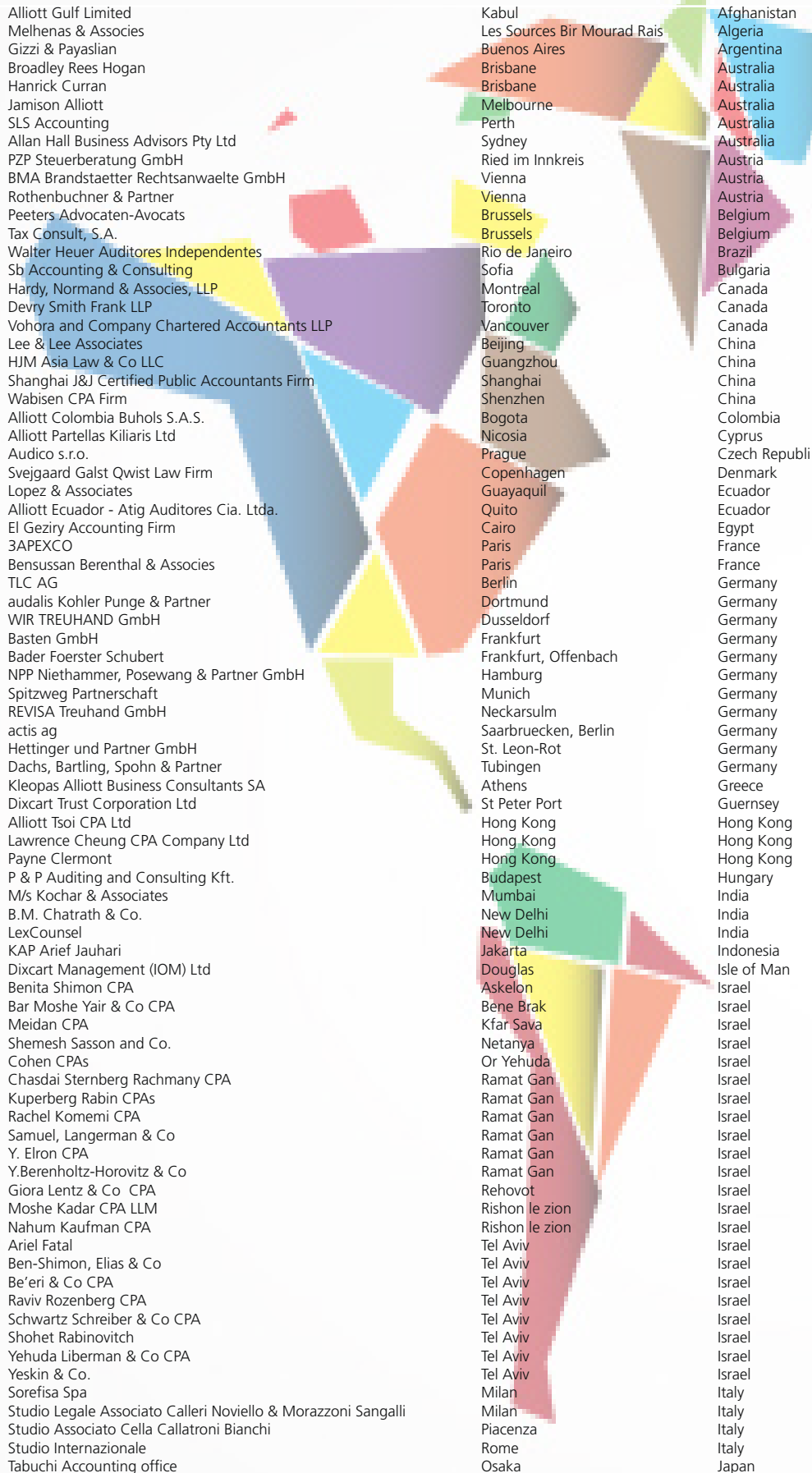
A Worldwide Alliance of Independent Accounting, Law and Consulting Firms

Ranked among the world's leading professional services organisations, Alliott Group has 170 member firms in 70 countries.

The long-established, award-winning international alliance offers something different to businesses and the progressive professional services firm - a vibrant membership of both accounting and law firms that dares to be bold in the way it looks and acts. The group's philosophy emphasises simplicity in getting business done across borders while reducing the risks. Using the resources and connections offered by Alliott Group, companies can build their business across borders while professional firms can build their reputations.

GameChangers Magazine talks exclusively to Alliott Group Chairman, John Kleopas.

A Worldwide Alliance of Independent
Accounting, Law and Consulting Firms



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K.G. Tan & Co. PAC	Singapore	Singapore
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GIA CAT Consulting and Auditing Company	Caracas	Venezuela
Kanokanga & Partners	Ho Chi Minh City	Vietnam
	Harare	Zimbabwe

Q. Will you tell us more about Alliot Group, and your role as Chairman?

Alliott Group was founded in 1979 as a response to the growing internationalisation of business. We were one of the first movers in this market – there were indications that the volume of cross border business was set to increase sharply in the years ahead due to political and economic changes, including signs of ever closer union within the 'European Community' (as it was then known) and the widening of EC membership, including admission of my own country, to encourage cross border trade. In my role as elected Chairman, I provide strategic advice to the management team and feedback from the grass roots of the membership to ensure we remain in touch with key trends and developments.



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WHO ARE WE

3APEXCO is acting as Chartered Accountant and Auditor.

We support hundreds of entrepreneurs across France and worldwide through our alliance ALLIOTT GROUP.

3APEXCO operates in: trade and crafts, services, industry, agriculture, independent, associations, public and para-public sectors. 3APEXCO is at the heart of enterprise information systems.

OUR VALUES

Values around which we develop our Group are as follows:

Respect
Is the bond of all our values. This is the essential foundation of the relationship of trust that affects our internal relationships and the relationships we have with our customers, partners, suppliers and

the community.

Independence

We are independent in our thinking. Whether in our audit or consulting business, we always act with the same independence.

Excellence

Our services are provided by highly qualified staff regularly trained through a personalized plan. Their experience, team spirit, but also their motivation bring you the support you need: a strong partner on whom you can rely.

Continuity

Anxious to bring our customers a local service and quality, we strive to maintain the remaining teams for many years with the same client. The stability of our employees helps us greatly. Our relationships, our experience and knowledge survive.

OUR TEAM

Supervised by partners, many of whom were trained in the major international audit firms and consulting, our employees are from the best schools (universities and business schools). They aim to put their multidisciplinary expertise to large groups of SME - SMI.

AUDIT

The group brings you 3APEXCO insurance on financial reporting. We have been able to build an offering tailored to SMEs - SMIs, both in terms of services as technologies used works.

Our firm is the auditor of Public Interest Entities and subject to this title to H3C quality control (French agency for auditors control).

We act on statutory audit and consolidated financial statements.

Our added value

An audit approach based on a risk assessment of the company and its internal control, as well as the principles of corporate governance. In a business that combines mastery of the complexity of operations and financial resource mobilization, 3APEXCO focused its expertise on the areas of mergers - acquisitions.

Contractual audit

The purpose of the contractual audit is to express an opinion on the financial statements of a corporation as part of a restructuring, a merger or acquisition.
Due diligence

The diligence of acquisition or "acquisition due diligence" is performed to evaluate and validate the strengths and weaknesses of a target company, and allow the drafting of clause warranties.

To be followed on our website : www.3apexco.com

Q. How did you find yourself in the industry?

I studied at Piraeus University of Business and Economics in the late-1970s and always knew that my aptitude for not only numbers but also business would result in a career within the financial sector. However, in my early days I was a professional footballer in Greece, another profession that demanded discipline, teamwork, communication, strategy and determination, attributes that continue to serve me well today. My own firm (Kleopas Alliot) joined Alliot Group two years after its establishment in 1992 – as a result of my own travels and natural curiosity, I was always acutely aware of developments in the wider global economy and believed that the path to growth in my business and in my clients' business lay in taking a broad international view and in building strong relationships around the world that would facilitate success.

actis



STAY
TUNED

FOR THE
actis

RELAUNCH

in

SPRING 2016!

The philosophy of actis is based upon the idea of a philharmonic orchestra which is borne by musical units. Our group's structure enables, comparable to an orchestra, an interplay of all actis consultancies as well as the incorporation of your beliefs that will be brought into a harmonic accord.

A selection of our instruments:
Accounting & Inbound/Outbound Taxation –
Sales & Marketing– HR Services

Rather like a concert grand that comes to the fore by giving diverse, creative impulses whilst being musically supported by the remaining orchestra: We focus on the core consultancy service that is your priority and expand our services by the instruments that make sense for you. You choose.

Let us be your orchestra and the game will change!

Q. What are the key factors in the smooth running of an international alliance of accounting and law firms?

As with any business, you must always listen not only to your own customers but also to what is happening in the wider business environment. We are customer led and always try to be a few steps ahead to ensure we remain relevant to the market. Despite the emergence of many new competitors, we have evolved over time thanks to the energy and entrepreneurial spirit of our members, a clear vision and strong leadership. More specifically, I would say that pragmatism in admitting the right firms to the membership has been key to our smooth running – firms that are passionate about the importance of one to one personal advice and see themselves as trusted business advisers as opposed to ‘bean counters’ or lawyers who focus merely on compliance. It has also been important to appoint firms that are fully committed to the Alliot Group vision of providing an alternative cross border solution to the mega firms for the middle market business.



ALLIOTT
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Presented through Alliot Group a worldwide Alliance of independent firms

China is the Emerging Star in the World Economy, there are still another twenty years to go. China is full of chances even though in its economic recession now.

China is a miracle for its economy for the past 30 years. It's booming up still in the world. Shanghai is the economic Center of China, the engine of its economy.

Shanghai J&J CPA Firm LLP is the member of Alliot Group - an alliance of independent accountants and lawyers. It's located in Lu Jia Zui Finance Center in Pudong New Area.

It majors to provide service to investors from all over the world, especially from Europe and USA.

John Liu, the managing partner has the China CPA and UK AAIA membership and he is familiar with

both local GAAP, tax regulation and the Western GAAP, IFRS and world taxation principles. He helps the world investors in China to cross the gaps between World and China.

John and the firm also registered in USA PCAOB – Public Company Accounting Oversight board, it's an organization supervising all auditors for public companies.

John and its firm staff think “globally” and help customers to know all things “locally”. John entered the CPA firm in 1990 and gained experience of 26 years in this field.

John and the firm staff has the root of integrity deep in their mind and safeguard the customers interest sincerely.

The Firm's concept is to provide professional service to customers and it covers all field as follows:

1. Audit and assurance, including due diligence and Sox compliance testing and supervision etc.
2. Bookkeeping and tax filing
3. Cashier and secretary service;
4. Payroll
5. Training for bookkeeping and taxation;
6. Operation problems diagnosis;
7. VAT service in China including VAT-input invoice verification and VAT-output invoice data copy to tax office
8. Company registry, registry change and de-registry;

China is a self-called developing country, developing means change. Change means challenge. So all professional people feel pressures that all is changing so fast. It's not so comfortable for overseas investors. They plan schemes for several months, but the situation has changed when such a scheme is to be implemented. Then they feel puzzled and feel totally at loss.

John and its team usually help such investors to understand the China economic change and its change trend and the new policies discussed in the government circles to prevent such things happen.

Due to the fast development and over-investment in the traditional industries, such industries appear to be over-supplied. So China is facing the structural change of its economy. The recession is actually a huge chance for its potential structural change. After the change, a new China will rise up again.

Q. Can you tell us more about the risks that can occur when communicating and doing business across borders?

There are always risks when doing business across borders. Sometimes it can be a leap into the unknown in terms of what and who you are dealing with. Ours is very much a people business - trust and clear communication are absolutely key when the expertise of another professional is needed in another jurisdiction or field in order to achieve the desired outcomes. In our experience, problems can occasionally occur due to cultural misunderstanding rather than anything technical or more sinister – and that is where the Alliot Group point of difference comes into play. We are firmly focused on providing a global platform that ensures the communication and sharing of knowledge between professional advisers who meet face to face at our meetings and conferences and who are also able to work virtually across borders using the resources we provide.

ABVADVOGADOS | ALVES, BOTELHO,
VARELA & ASSOCIADOS
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1 / INTRODUCTION

ABV ADVOGADOS is an independent law firm based in Lisbon. Our team of experienced and technically proficient partners and associate lawyers will ensure quality, speed and positive outcomes for our clients.

The firm's activity covers the main areas of the Law. Apart from Portugal, we also provide legal advice together with our local partners in the Portuguese-speaking African countries.

2 / OUR APPROACH AND VALUES

ABV ADVOGADOS is a boutique law firm focused on its clients' interests.

We believe that only a close relationship with our clients and our partners, based on extensive knowledge of their situations and needs, can enable us to respond and satisfy their interests effectively.

Our lawyers are highly specialised in specific areas of the Law, ensuring clients enjoy the benefits of people who have a profound, up to date knowledge of the latest laws and regulations affecting their business.

Wherever in the world we are operating, our lawyers are committed to the highest standards of professionalism and ethics.

3 / MAIN AREAS OF PRACTICE

- / Company Law and Corporate, including M&A
- / Real Estate and Construction
- / Banking and Finance
- / Labour and Employment law
- / Oil and Gas, particularly in Angola and Mozambique
- / Private Client Area, including immigration and nationality matters. In this regard, we work specifically with the Portuguese Golden Visa program and the Portuguese tax regime for non-habitual residents.

4 / INTERNATIONAL

In addition to our activity in Portugal, the firm actively supports many companies involved in international projects, particularly in Angola, Cape Verde and Mozambique, jurisdictions where we have vast experience and strong local partnerships.

Our membership of leading international alliance of professional firms Alliot Group enables us to serve our clients not only in Portugal and the other jurisdictions where we typically operate, but also in the 70 countries where Alliot Group has members.

Q. How do you simplify cross border business whilst still reducing risk?

Cross border business can be complex with the raft of compliance, tax, legal, HR and audit issues that need to be considered. However, one of Alliotts Group's top level objectives is to make cross border business easier by ensuring organisations involved in cross border business have a clear choice when they need help – we have handpicked the best, owner managed, local professional firms in all of the markets where we have a presence. Each firm must be registered with their national regulatory body and have a sterling reputation. There are stringent membership requirements to get into and stay in our group – non-performance is not tolerated. This de-risks the decision to hire our member firms and gives businesses confidence that they will be looked after well in terms of levels of service and of course the final bill, wherever in the world they need assistance.



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Businesses need to think 'global' to operate competitively.

Businesses participating in the global market place will have access to more customers, increased opportunities and will be more competitive. At Alliotts we work with entrepreneurial business owners, helping them to grow their businesses. Over 40 years ago we recognised that we needed to help our clients gain access to overseas markets and they needed reliable professional advisors to give them the same level of service, and so we founded Alliotts Group, an international alliance of independent accountants and lawyers. This has enabled us to give our clients the support that they need to grow on a global scale and the reassurance of working with trusted professional advisors who

are known to us personally. Understanding the needs of international businesses is a key focus for Alliotts. Colin Farmer heads up our team of specialist advisors across our London and Guildford offices to help inward investors set up in the UK. We can help make the process easier whether setting up a company, buying an existing business or establishing new supply or distribution networks. Colin also serves as Chairman of the EMEA Advisory Committee of Alliotts Group.

Overseas businesses investing in the UK need to have access to experienced advisors to guide them through a step by step process and to help make their investment in the UK as successful as possible.

Our services and advice to inward investors includes entity set up and tax efficient structuring, taking care of compliance matters such as filing accounts and audits; and a complete payroll service. Our multilingual outsourced services team provide a full range of scalable services including book keeping and accounts and management reporting to head offices, which is particularly attractive to larger inwardly investing businesses.

Corporate taxation is a challenge for companies setting up in the UK, especially if part of an international group. Our tax specialists led by David Gibbs advise international businesses on structuring tax efficiently to meet their corporate objectives and ensure that

companies are aware of and take advantage of the tax incentives that are available to certain sectors as well as for businesses involved in research and development activity. Our tax specialists also work with overseas businesses that choose the UK as a location for their international holding company, as it provides them with stability and a favourable tax regime.

Alliotts is a truly international team, helping businesses to think global. Our experienced international business advisors in London and Guildford help UK businesses expand globally by introducing them to trusted advisors worldwide via Alliotts Group and advise overseas business on setting up and doing business in the UK, making the process as easy as possible.

Q. How do you manage the constant evolution of technology and marketing differentiation?

It is important to be agile and technology plays a key part in ensuring we are able to respond to changes in the marketplace. Recently, we have embraced cloud based technology as well as mobile innovation to ensure members have easy 24/7 access to the most up to date global resources they and their clients need. In many ways, we are a marketing led business – technology plays a part in our ability to listen and communicate. We also understand and are pursuing a strategy that will differentiate the Alliot Group brand. In our view, marketing communications can feel mechanical and impersonal if boxes are simply being ticked – our strategy is very focused on ensuring communications are as personalised as possible and that creativity provides that spark of interest in what we offer in a very crowded professional services marketplace. To stand still is to go backwards - a clear vision and quantitative marketing goals are critical to ensuring we continue to evolve in the right direction. Like any leading brand, we aim to 'own' our category.



BASTEN GMBH
Wirtschaftsprüfungsgesellschaft
Steuerberatungsgesellschaft

Tax and expatriate services in the Rhine-Main area

We are specialized in serving expatriates and the international community. Our consulting services include the full range of taxation, accounting and business services for both individuals and companies.

Thanks to our alliance with the Alliot Group, we can provide access to independent accounting, law and consulting firms all over the world.

We look forward to hear from you soon.

For international clients

- German taxation, tax registration and answering questions around tax return
- Income Tax and Payroll
- VAT and Trade Tax
- Services for Freelancers
- MOSS registration and reporting

For national clients

- Tax of individuals and small firms

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ALLIOTT
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Q. Comprising of first-class achievements, Allcott Group has won its fair share of awards. What do you feel is key to such success?

In many ways, it is a simple answer – we have a shared vision that our member firms have all bought into. While all firms have their own unique characteristics and value their independence, we all understand how important it is in today's globalised market to pull together in the same direction to ensure that our clients achieve the results they want when working across borders and continue to view us as their solution providers of choice. I cannot emphasise enough the strong personal connections that exist within Allcott Group – many clients tell us that the service experience is unique – our members are not only colleagues, but also good friends - they provide the type of VIP service that can only result from the inherent desire of each and every member to serve a new client in the way they would want their own client to be served. And the depth of expertise available from our member firms will also surprise organisations– many of the partners running our member firms left large international firms to set up their own firm, preferring the flexibility and more hands-on approach a smaller firm can provide. This has, for example, resulted in profound know-how in mergers and acquisitions, international tax and corporate finance.

Big Firm Expertise, Small Firm Values

Farkouh, Furman & Faccio provides solutions for our clients' most complex tax, financial and business matters. From domestic and international businesses of all sizes to high net worth individuals and families, each client can rely on personalized service and experienced strategies centered on maximizing efficiencies and profitability.

Our Services Include:

- Structuring inbound and outbound investments, both to and from the U.S.
- Choice of entity (both domestically and internationally)
- Transfer pricing strategies
- Minimizing worldwide tax exposure, including foreign tax credit utilization
- U.S. income tax withholding and tax treaty utilization
- Expatriate tax services

Proud Member Since 2012

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Q. How will we see the brand develop over the course of the year?

We are in a process of transition – a strategy led by our CEO James Hickey and supported by our Worldwide Head of Marketing Giles Brake will see the Alliot Group brand evolve noticeably in the next 12 months. While the name and logo will not change, our strategy will deploy marketing innovation to create a strong point of difference in terms of our image and messages in the marketplace and ensure business decision makers are more aware of what Alliot Group can offer their organisation, whether they work within a professional firm or a business with cross border interests. We have seen a gap in the market and are actively pursuing it.



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Ellisons Solicitors

Ellisons Solicitors was very pleased to have had such a busy and productive year in 2015. This was the case across all our offices, including our Head Office; located in Colchester, Essex.

The Head Office is in a prime location, just 50 minutes from London by train. Our Partners will happily travel to see clients wherever is most convenient. During 2015 (and so far in 2016) the firm celebrated many new client wins and so continued to meet client demand with an array of new hires, both lawyers and support staff.

Ellisons are able to offer a broad mix of services, including: Corporate Commercial, Commercial Property, Employment & HR Support, Insurance Litigation and Dispute Resolution for our business clients, as well as: Court of Protection, Dispute Resolution, Employment, Family, Personal Injury, Wills, Trusts & Probate and Residential Conveyancing for our private clients. We are also specialists in a range of sectors: Retail, Insurance, Manufacturing, Hospitality/Leisure and Transport/Automotive.

Realising that legal advice so often comes hand in hand with a change in personal circumstances and new financial responsibilities, Ellisons recently launched Ellisons Financial Planning.

In recent years, our work has also taken us overseas. Our clients are increasingly doing business on international territory and as such we have adapted to ensure we are able to help them achieve their legal, accounting and tax related needs seamlessly and with maximum cost-efficiency through access to the close personal relationships the firm has built up with both the law and accounting members of Alliot Group.

Our experience of international work has included, (but not limited to), commercial advice and assistance related to expansion of businesses overseas; employment of international staff; dealing with sales and purchases of commercial properties and tax related matters.

What do our clients have to say?

You shouldn't just take our word for it: "Its' client service is first-class and the levels of service are consistent from the senior partners to the junior members of staff." Seamus Clifford, [ranked as Band 1], is head of the department and a "responsive, professional and well-informed" lawyer with experience dealing with the full gamut of corporate matters. (Chambers & Partners.)

If you'd like to discuss any of your legal matters, please call the office on 01206 764477.

Q. What changes have you seen over the past few years in the industry?

Broadly speaking, in the professions we have seen a lot of consolidation – some firms have sought mergers in order to survive or to secure succession. As a result of the global economic downturn, there has also been downward pressure on fees – firms have had to up the ante in terms of the value they provide – it's not enough to be good at compliance, that is a given – clients expect the insights and creativity that will make a difference to their business. Clients expect services to be much more tailored to their needs than in the past. In some markets, we are also seeing alternative business structures in the professions with for example, in the UK 'high street' law practices being eroded by big businesses such as The Co-operative Group and non-lawyers being allowed to own, run or invest in legal businesses. These are all threats in the marketplace that more traditional firms must adapt to and learn from so that they become opportunities.

efe GRUPO CONSULTOR.
Internacional

DOING BUSINESS IN LATAM, THE SMART WAY.

A constant issue of entrepreneurs wanting to do business in the **LATAM region**, is the need for a trustworthy and reliable firm of professionals that can help set-up the business and follow through its growth, turning complex tax and legal systems into simple and clear advice that clears the path to interesting opportunities.

Grupo Consultor EFE™ is a Mexican audit, tax and consulting firm with presence in over 10 countries around the **LATAM region**, and a staff of over 500 professionals ready to help you in a personalized way, like things are supposed to be. Please contact us and let us help you in your path to success.

► Contact info

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Languages: Spanish, English, French, German, Portuguese.

www.grupoconsultorefe.com

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PRIDE
PARTNERS
international

Alliott
GROUP
A Worldwide Network of Independent
Accounting, Law and Consulting Firms

Q. What defines a Gamechanger in your eyes?

In my eyes, a gamechanger is someone who has the vision and know-how to bring something new and refreshing to a market category. However, it takes great leadership to introduce new ideas and to inspire people to alter their direction and to come on the journey. If we are honest, the professional services sector can be a rather grey place – this is a shame as some of the sharpest minds work in our fields and make a huge difference to our communities. Allcott Group is a game changer in that we are looking to introduce something new and different that will stand out in the crowded professional services marketplace, and that will ultimately make cross border business more simple.



Kenneth A. Miles, CPA, Managing Partner
Allcott Group, North America Region Chairman,
Deputy Worldwide Chairman

“Our firm’s membership with Allcott Group extends our ability to serve our clients across borders, with access to resources and opportunities that typically are available to only the largest accounting firms.”

Top 200 CPA Firms in the U.S.
Best Firms to Work For in the U.S.
Top 10 Best Firms in the U.S. for Equity Leadership for Women
Real Estate, Entrepreneurial Businesses, Entertainment, Nonprofits, Foundations

Q. What does the future hold for accounting and law?

There will always be change and that is what keeps life interesting. New companies will always try to disrupt 'the way things have always been done'. We cannot accept that clients will always be loyal to us – we will need to work hard to retain their loyalty and our status as trusted advisers. Loyalty cannot be taken for granted in any business, not least in ours where clients pay higher fees and expect outstanding results. Keeping a keen eye on innovation in the market will be essential to ensure that accounting and law firms continue to play an essential role in the growth of the global business economy and in ensuring best practice prevails.

Rothenbuchner & Partner
Wirtschaftsprüfung und Steuerberatung



We are your Partner in Austria: Ask & Win

Rothenbuchner & Partner is a constantly growing tax consulting firm with international focus sited in Vienna. We offer a wide range of services – from international tax consulting and auditing to in-depth knowledge in IT systems. With high level of professional competence and quality we provide comprehensive assistance and consulting.

Our team is characterized by flexibility, promptitude, innovative ability and adherence to schedules. We communicate in German, English, French, Russian and Ukrainian. Being a member of Alliot Group we gained lots of international experience and can rely on high level competence of our colleagues.

Our special subjects are:

- **Expatriate Services:**
We develop systems for salaries of expatriates which grant constancy of remuneration in different fields of taxation and purchase power - optimised in the area of tax and social security law.
- **Mergers & Acquisitions:**
The transfer of companies, shares etc. requires a due diligence assessment to discover relevant chances and risks. We accomplish this assessment for you in the areas of taxes, finance, earnings, assets and business model as well as information technology.
- **International transfer pricing documentation**
Although between most of the world's major countries tax treaties exist, reality shows that these still leave potential for discussion – to gain security for your company's transfer pricing policy is our aim.



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Clear Strategies. Creative Solutions.

Q. Can you let us in on what's to come over the course of the next 5 years?

Expect to see an Alliot Group presence in a growing number of niche markets that are of importance to middle market companies involved in cross border business. Organisations face massive challenges in terms of achieving growth – for example, they need to get the right people to the right places at the right time, yet ensure they do this in the most cost effective way that will also not see them incur penalties by breaking laws. Our plans in the next 5 years will provide middle market organisations with a clear choice for when they need to acquire the right mix of skills and services across borders to achieve specific challenges such as this. There is a big market out there for our member firms – and we are determined to take advantage.

 **sherrards**
solicitors



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UK Trade & Investment ("UKTI"), the UK Government's international trade agency, has produced a case study focusing on the impression that Sherrards are making on the international landscape, in helping to sell and push UK plc overseas, with their support highlighted on their web site: TinyURL.com/j79p4fm

The case study illustrates how UKTI has helped Sherrards to raise its global profile to become a "go to" firm for legal services internationally.

Paul Marmor, Head of International, comments: "The last eighteen months have been momentous, with a great deal of success internationally. We've been engaged in a wide range of international activities, such as:-

- working with the World Bank, contributing to their 'Doing Business' project;

- developing our China & Far East desk;
- advancing the Alliot Group international alliance, widening our global reach;
- being recognised by the Law Society with an International Excellence Award;
- being featured in a video by the Law Society's International Division;
- working with the Taiwanese Government's UK People's Representative Office;
- taking part in development trips in central and eastern Europe (e.g. Russia and Georgia)
- participating in CSR initiatives supporting the Tapologo Outreach Centre in Rustenburg, South Africa, and the Friends of Chernobyl's Children, Belarus.

- increasing our ties with international legal associations such as the IBA and the ABA;
- working on the Indian Prime Minister Modi's visit to the UK, through the organisers, on the largest-ever reception for over 60,000 of the Indian diaspora welcoming Modi at Wembley Stadium."

Alasdair McMillin, Sherrards' Managing Partner, states: "It's a core part of our strategy to develop our international offering, for a number of reasons. First, it's vital for us to be able to provide our audience with access to similar law firms and like-minded professionals globally. This helps our clients/contacts expand their offerings overseas. Secondly, we have received excellent instructions on inward investment-related transactions coming into the UK. Thirdly, our

international persona has helped to develop our standing in the legal profession, which is helping with recruitment of excellent lawyers, whether they be at partner or assistant level, as we develop our offering, giving us a real edge over our competitors."

Paul Marmor adds: "Whatever the size of your company, UKTI is there for you. You can be any size of business, from very small to very large, and if you go to UKTI you'll have embassies on your side and a huge network of contacts at your fingertips. If you want to establish a footprint in an international market you need to develop a USP and then go to UKTI. Working with them gives you immediate gravitas."

Q. What have been some of the memorable and more challenging events since joining Alliot Group?

New regulations always present challenges – the accounting sector has seen huge change as a result of the fallout from scandals such as Parmalat and Enron. As a result, we took the decision to become an association rather than a network. Our members are proud of their independent status and at the end of the day, being a member of a network compromises this independence and presents a certain amount of liability risk. This was a pivotal point in our history and we are unequivocal in our view that this was the correct path to take.



SMITH COOPER

Smith Cooper will change the way you think about an accountancy practice.

Over the last 30 years, our offer of bespoke and specialist services, highly experienced staff and in-depth market knowledge has led us to becoming one of the most progressive firms of accountants and business advisors working across the Midlands and beyond.

As a firm, we are dedicated to responding to our clients' needs innovatively and efficiently and as such, have invested heavily in developing our existing service lines, creating new specialist teams and diversifying through our five group companies.

Working as an extended part of your

team, we offer a range of services tailored to your individual needs, offering solutions that make a real difference.

Some of our services include:

- Accounting and compliance
- Audit and assurance
- Business advisory
- Business recovery and insolvency
- Communications and telephony solutions
- Corporate finance
- HR
- Independent financial advice
- Independent mortgage advice
- Managed IT support

- Payroll
- Restructuring rescue and corporate recovery
- Sage software sales and support
- Tax advice and compliance
- Transaction support
- VAT and indirect taxes

We also boast numerous accreditations and awards including Microsoft Gold Partners and Sage top 10 Business Partners and ACQ Award Winners.

Our main aim is to add true value to your business and to achieve this; we offer unlimited support from an expert partner and highly skilled team.

Our close working relationship with clients and ease of access to

partners, directors and managers, enables the delivery of fast, quality advice and implementation assistance.

For further information about Smith Cooper and the services we offer, or to speak to a dedicated expert, please visit www.smithcooper.co.uk

More about you...

Q. What motivates you as Chairman of Alliot Group?

It is easy to be motivated in this role as I love what I do. Similar to anyone who feels their job is their calling in life, I get immense satisfaction from providing a good service and seeing the positive impact of my actions. And it is easy to find the motivation to carry on when you are surrounded by good people who have the same passion for business and who want to come on the journey with you.

Q. What does success mean to you?

Success for me lies in getting my clients across the line, particularly when a journey has been challenging and the odds have appeared to be stacked against you.

Villegas & Villegas

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Villegas y Villegas started out as a small accounting firm in Monterrey, Mexico located near the downtown area in the 1960s offering bookkeeping services to a handful of local businesses. Almost 60 years later, our firm has grown way beyond the bookkeeping services and now is part of the wide Tax and Audit competition within the Nuevo Leon area thanks to an ethic of hard work and constant education for its staff members.

Our experience includes the offering of audit services to

companies within the medical services industry, real estate, technology, and automotive sector. We've offered our tax consultation services to both entities and individuals, generating a wide variety of tax services associated with both compliance and planning.

We feel that one of the benefits of being around for more than half a century in a town like Monterrey is that its massive industrial and economic growth has played an essential part in our development since our clients have also shown a great

development along with the city. Recently, our firm started to venture into the global market. Our first step was to join the Alliot Group and offer cross border services to our existing clients.

Thanks to our involvement with the Alliot Group, we have been able to offer some of our clients a more integrated service for their operations outside of Mexico throughout many member firms. Thanks to this new vision, we have included services like transfer pricing analysis and expats tax

compliance services into our services portfolio.

Our main focus for these services have been transactions between Mexico and the United States but we've been getting more and more into different sectors around the world. For our firm, the main challenge is to take that leap from a small, local accounting firm, to a bigger size international oriented firm offering a wide range of services required by multinational companies all over the world.

www.villegasyvillegas.com.mx

Q. What is your greatest weakness?

Clients and friends tell me that I am too generous with my time, but I disagree. We work in a business where personal relationships are so important – a business can succeed or fail based on the advice we give. Investing your personal time in getting to know a business owner helps to understand the whole range of issues a CEO or CFO is facing, whether business or personal so that his or her overall objectives are understood and advice is tailored accordingly to achieve the most favourable outcomes possible. What may appear to some a weakness, is in my view, one of my greatest strengths.



volaw
group

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Volaw Group is one of Jersey's leading providers of fiduciary services. We specialise in the formation and management of trusts, companies, foundations, limited partnerships and structures for tax, estate and succession planning and other financial planning purposes.

Volaw Group's clients are based in many jurisdictions and their business requirements extend across many borders. Through our membership of the Alliot Group we are able to co-operate with fellow members to provide a complete service solution, meaning we are confident that we can provide a truly international service.

Volaw's work involves assisting private clients, including family offices, in their wealth structuring requirements. We also provide structured finance services to institutions on behalf of their own clients and also to corporate clients. Our Fund Services Group provides fund structuring and fund administration services and we have teams dedicated to Employee Benefit Solutions and Listing services. We have in-depth experience catering for the needs of Islamic clients, including Shari'a-compliant wealth structuring and Islamic funds.

Volaw's services are tailored to the needs of our clients in eight main service areas:

- Wealth Structuring
- Corporate Services
- Fund Services
- Islamic Finance
- Family Office Services
- Employee Benefit Solutions
- Listing Services
- Structured Finance

We co-operate with other professional advisers in advising corporate clients, family offices and private clients on how best to establish offshore fiduciary structures in Jersey or in other jurisdictions. Volaw maintains excellent working relationships with numerous professional firms across the world through Alliot Group and we have access to a broad range of financial and legal expertise. Volaw is often supported by its associated Jersey law firm Voisin.

Established in 1982, Volaw is owned by its senior executive directors and by some of the partners of our associated law firm Voisin. As of January 2016, Volaw was responsible for the administration of over 2,000 trusts, companies and partnerships which together held assets worth in excess of US\$25 billion.

For further information about our services, please contact Volaw Group directors Simon Perchard (sperchard@volaw.com) or Mark Healey (mhealey@volaw.com) or visit www.volaw.com.

Q. What is your best advice to aspiring entrepreneurs and businesses out there?

It is good to have dreams, but do your market research and keep your eyes and ears open. Having a gut instinct is fine, but you need to understand what potential customers are thinking and thorough research will ensure you understand market sentiment, market size and what you need to do to make a profit. And of course, getting good professional advice at the outset from people you trust will save money and time in the long run!

