



Welcome to the Winter edition of Genie

George Osborne announced last month that we can look forward to a bleak Winter and New Year but the Autumn statement did contain a few positive changes. Small and medium Enterprises can now benefit from the new Seed Enterprise Investment Scheme (SEIS), launching in April 2012, which provides 50% tax relief for individuals investing in shares in qualifying companies with an annual investment of up to £100,000 and capital gains tax exemption for one year. The capital gains tax holiday will relate to gains realised on the disposal of an asset in 2012-2013 and then invested through a SEIS in the same year. This is a great opportunity for both investors and businesses, the latter of which may not have to be quite so reliant on the banks. The Enterprise Investment Scheme and Venture Capital



Trusts have also been extended in various ways to promote increased investment. Unfortunately there are few other positives that can be taken from the Autumn statement

and when the changes do come into effect mainly from 6th April 2012 we would advise being wary of the new rules, such as reduced capital allowances.

in this issue

Annual Functions
Page 2

i2AN
Page 2

Retirees' Dilemma
Page 3

Liechtenstein Disclosure Facility
Page 4

Free Legal Helpline
Page 4

Keeping Up With Junior
Page 5

Disaster Recovery
Page 5

Bribery Act 2010
Page 6

Disapplication – a Risk of Owning an Opted to Tax Commercial Property
Page 7

Growing Your Business Efficiently
Page 8

Are you earning little or no interest on your deposit investments?

Would you like the opportunity to earn 6% (gross) per annum* for up to 5 years and have your original capital returned at maturity?

This deposit based investment is available for a limited period for personal money, new and existing cash ISA investments, self-invested pensions, trustees, charities and corporate investors.

For added peace of mind, eligible investors are also covered by the Financial Services Compensation Scheme for up to £85,000 per individual (£170,000 per couple).

* Return on direct investments will be paid net of basic rate income tax.



For more information and full terms and conditions contact Colin Burns or Graham Thomas **before 11 January 2012** on tel: 01376 344234

Genesis Wealth Limited, the wealth management division of Gerald Edelman Chartered Accountants, is authorised and regulated by the Financial Services Authority.



Annual Functions

As we approach the traditional party season for staff parties I thought it would be useful to set out a summary of what actually qualifies as a tax free benefit for directors and employees:-



by
Colin Burns

- The total cost of the function must not exceed £150 per head, per year.
- The £150 limit includes VAT, transport and accommodation.
- The £150 limit is not an allowance but a limit. If the cost were say £155, then the whole benefit would be assessable on the attendees.
- The event must be primarily for entertaining staff.
- The event must be open to all staff (in that location if you have several places of business).
- The event is not just to be for directors.
- The cost of the whole event is an allowable expense for your business (generally staff entertaining including directors is allowable).
- You can claim back input VAT, but this could be restricted where you are also using the occasion to entertain customers.

The allowance is available for all sizes of businesses so even a one man company who organises a Christmas meal for himself and his wife could spend up to £300 without incurring a taxable benefit. Furthermore, the cost would be deductible for corporation tax purposes and the VAT could be recovered. The annual event does not have to take place at Christmas and could be a summer BBQ, but in our experience HM Revenue and Customs expect these events to take place on a regular annual basis. Additionally, there can be more than one event, providing the total does not come to more than £150 per head, per annum, as described above.

If you need any further information on this subject then please do contact me.



Our new International Network

In today's economic climate, with rapidly developing new markets, improved communications and greater international mobility, businesses operate on an increasing global scale.

Many of our clients require the services of accountants and advisers in different countries and jurisdictions where they do business.

This is essential in order to take advantage of the local expertise, contacts and networks of such advisers. As a result of the above we have recently joined an international alliance called i2AN. Currently i2AN has 13 members with each member being from a different jurisdiction. The alliance already includes most of Western Europe, the US, Japan and Russia.

The mandate of the international alliance is to offer reliable and convenient access to quality services through the respective member firms. It is intended that the membership will grow to cover more than 20 jurisdictions within the next 18-24 months. i2AN will grow by identifying like-minded member firms in other jurisdictions who themselves offer a reliable service and have an outstanding record of achievement on behalf of their clients.

i2AN embodies a collective team spirit with many of the principals having had experience with the big four international accounting firms and who have succeeded individually in creating their own firms in their respective countries. The strength of the relationship between i2AN and its member firms adds a powerful extra dimension to the personal service that we pride ourselves on and ensures that our clients have the right local experts from the start, removing time and effort to identify trusted advisers and enabling the break down of cultural barriers. The member firms range in size from between 30 and 120 professionals per firm.

This size ensures a personal proactive approach to doing business and consequently the firms are not burdened by inflexible administrative procedures and so can move quickly and offer competitive fees.

The services available through the international alliance are as follows:-

- Accountancy services
- Audit
- Corporate and personal taxation
- Risk management and assurance
- Other advisory services including due diligence, employee benefits and transaction support.

If you would like further information with regard to certain members firms within i2AN then please contact the partner who normally deals with your affairs or myself directly.

Finally, if through your own connections, you are aware of firms in other jurisdictions who may be interested in joining i2AN then please let me know. The jurisdictions in which we currently have no representation, but will be interested in having firms join, are Brazil, Ireland, Israel, Spain, Poland, Hong Kong, US (west coast) and Canada.



by
Richard Kleiner

Retirees' dilemma

People retiring in the present economic climate face a dilemma, whether to secure their pension income now, despite very poor annuity rates, or to delay until rates might improve and meanwhile try to get by on other sources of income.

The evidence suggests that delaying may not be the best course. It is possible that rates might improve in the next year or two, but the full benefit of any increase may not be passed on to investors because annuity providers are having to accommodate ever-rising levels of life expectancy and the fragility of the bond market in which annuity funds are invested.

In addition, delaying means missing out on immediate income payments, which may not be recouped even if annuity rates do rise. Those who delay are often disappointed. A bird in the hand!

When buying an annuity, the most important message is to shop around, not only between annuity providers but also between different types of annuity. The value of the income from a level annuity will quickly erode with inflation so, if a lengthy retirement period is anticipated, it may be wise to include provision for annual increases, or to opt for an annuity whose value is linked to share values, though this will depress the value of the immediate payments.

The most significant development in the annuity market in recent years has been the rise in popularity of annuities which reflect the state of individual investors' health. These "enhanced" annuities can offer markedly improved levels of income.

If there is a need to supplement pension income, the first port of call should be ISAs, the income from which is tax free,

and in this respect equity income funds currently offer significantly higher yields than most corporate bond funds and certainly much more attractive rates than cash deposits. Some fixed term structured products, whose returns depend on the level of stock markets at a future date, are also attractive, though great attention needs to be paid to the small print. At times like these, the return of capital is more important than the return on capital.

Those with larger pension funds are better placed to play a waiting game and may well prefer to keep their pension plans in place and draw an income from the investments under an income drawdown arrangement. Some suggest that it is worth considering drawdown for any pension pot over £150,000 in value, if this is to be the sole source of non-state pension income, but others suggest a rather higher figure.

Retirees who can demonstrate that their guaranteed pension income from sources other than their drawdown plan exceeds £20,000 a year are particularly well placed, because there is no limit on the amount they can withdraw.



Those with larger pension funds are better placed to play a waiting game...

The Government considers that having this level of income removes the risk of the investor having to turn to the state for support if the investments in their drawdown fund become worthless.

For other drawdown investors; however, withdrawal levels are restricted by the Government and have recently been reduced, causing retirees to look to other potential sources of income. Some may consider dipping into capital to supplement their income, but this should be a last resort, as also should the equity release schemes which enable householders to cash in on the value of their homes. Maintaining a capital buffer as protection against unforeseen future financial demands should always be a long term financial objective.



by
Graham Thomas

The most significant development in the annuity market in recent years has been the rise in popularity of annuities which reflect the state of individual investors' health.



Liechtenstein disclosure facility

In accordance with the Agreement dated 11 August 2009 known as the Liechtenstein Disclosure Facility (LDF), any taxpayer who wishes to make a voluntary disclosure relating to undeclared income or capital gains can register under the LDF.

In order to come within the terms of the LDF, the taxpayer must have a connection with a Liechtenstein intermediary, however tenuous that connection may be. Indeed the connection may not have been present during the whole period of non-disclosure but so long as a connection exists prior to HM Revenue & Customs opening any investigation of a non-voluntary nature, then registration under the LDF was still available.

That was the position up until 1 December 2011. The Inland Revenue have now written to professional representatives stating that as from 1 December 2011 the connection with the Liechtenstein intermediary must be substantive although the word "substantive" has not been specifically defined. It is understood that the new "substantive" connection is being driven by the Liechtenstein authorities rather than HM Revenue & Customs as they were finding that in order to come within the LDF, taxpayers wishing to make a disclosure were opening accounts with Liechtenstein banks for insignificant amounts.

As from 1 December 2011, taxpayers wishing to register under the LDF will have to supply a Confirmation of Relevance. The Confirmation of Relevance is a statement issued by a Liechtenstein financial intermediary evidencing that the relevant person has a substantial portion of the assets affected by the disclosure invested or managed in Liechtenstein or has personal contact with the financial intermediary, the client relationship is long-term and the services provided are not merely of secondary importance.

Obviously, this is an important variation to the original LDF Agreement and taxpayers wishing to avail themselves of the LDF should consult their professional advisors.



by
Michael Harris



Free Legal helpline worth £149 with our Tax Enquiry Fee Protection Service!

In our Autumn Genie we ran an article on the benefits of subscribing to our tax enquiry fee protection service and subsequently many new clients decided to join.

Our Tax enquiry fee protection service runs from 1 November each year and protects you from the costs of a Tax enquiry from the UK authorities. Tax enquiries can often last several months and even years and the costs can spiral out of control. It has been widely reported recently that HMRC, under the new coalition, are set to significantly increase tax investigations over the next 4 years. They are aiming to generate an additional £18 billion of tax and penalties to contribute towards the government's target to reduce debt.

To do this they are aiming to raise the number of tax investigations significantly and have been granted a new set of powers that mean they can request entry into business premises and ask for certain information.

For your peace of mind we are recommending that all of our clients subscribe to our Tax Investigation and Business helpline service.

By joining our Tax enquiry fee protection service you are also given unlimited access to our Business Support Legal helpline. The business helpline is a 24/7 legal helpline that gives you unlimited access to a team of business legal experts at any point in the year.

They can advise you on legal aspects as it affects your business, such as:

- Health and safety advice
- Commercial legal issues
- Landlord agreements
- Employment and personnel issues
- Disciplinarys
- Dismissal

Health and safety and employment law is forever changing and it is important that you have the right support in place. It is still possible for you to subscribe to our Tax Enquiry Fee Protection service.

For more information contact Paul Berendt at pberendt@geraldedelman.com or on 020 8492 5635

Keeping up with Junior

The Junior ISA (JISA), available from 1 November, replaces the Child Trust Fund (CTF) scheme, which closed ISA to new entrants in January 2011. Unlike with CTFs, the government will make no contributions but the scheme does extend the popular ISA structure to those under 18.

JISA can be opened in the name of anyone not entitled to a CTF, which includes all those born before 2002 as well as those born after January 2011. JISA are similar to their 'senior' equivalents in that all income and capital gains generated by investments held within them are tax-free. Equally, in common with adult ISAs but distinct from CTFs, there are no limits on the charging structure, which should, in theory, encourage more providers to enter the market and thus more choice for investors. JISAs do differ from ISAs though in a number of important respects, for example, the annual limit is £3,600 compared with £10,680 for an adult stocks and shares ISA. JISAs also allow switching from cash to shares and vice versa, which is not currently permissible for the senior version. Children will be allowed to hold one cash and one stocks and shares ISA at a time and split the £3,600 limit between the two.

The money cannot be touched until the child reaches 18, but the child can assume management for the trust at 16, should they wish. At 18, the child becomes entitled to the money held within the JISA. If it is not encashed, it will automatically roll into an ISA. A JISA could provide a significant step-up for children whose family and friends get together for their benefit. Final values will always be subject to

factors such as the chosen underlying assets and the investment environment, both of which can have an impact on how much – or little – a JISA will return.

As an example of how much 18 years of saving could offer, assuming the full £3,600 is invested each year and grows at an average of 5% per year, net of charges, that could leave the lucky beneficiary with a contribution of more than £100,000 towards a world trip, first house or higher education tuition fees. One consideration with JISAs, as was also the case with CTFs, is that parents have no control over how the money is spent once the child turns 18. Nevertheless, the JISA does represent a flexible, tax-incentivised way to create a nest-egg for the future.



Disaster recovery

There is common misconception that Disaster Recovery (DR) aka business continuity is the same as a backup. As IT systems have become increasingly critical to the smooth operation of an organisation, the importance of ensuring the continued operation of those systems, or the rapid recovery of the systems, has increased. In simple terms it is the process by which you resume after a disruptive event.

Disasters can be classified in two broad categories. The first is natural disasters such as floods, hurricanes, tornadoes or earthquakes. Whilst preventing a natural disaster is outside of our control, measures such as good planning, which includes mitigation measures, can help reduce or avoid losses.

The second category is man made disasters. These include hazardous material spills, fires and infrastructure failure.

I accept that there is a similarity in so far as the systems will be needed when something untoward has happened; however, the main difference is that a disaster will probably mean that your computer no longer exists to restore the backup to, or possibly the backup has also been destroyed!

Imagine the situation, your office has a fire and all the computers are destroyed. What next? Get a copy of the DR plan. What's that? Then read on...

To ensure you have a robust plan you need to make sure that the following matters (and others) are covered; however, once the plan is in place, consideration must be given to testing the plan. The depth of testing will be dictated by factors such as the complexity of your systems and plans.

Listed below are some of the elements that must be thought about when implementing a plan;

1. Where will we work from – do we have adequate insurance cover?
2. Set out the roles and responsibilities, who will be dealing with the DR and what are, for example, their spending limits?
3. How will staff access the emergency IT systems – have we provisioned enough bandwidth to the spare systems?
4. Who will build the systems or are we large enough to have our own parallel servers?

5. How will the new servers be built and how long will they take to bring into service?
6. How will we get our e-mails – consideration may be given to offsite (Cloud) e-mail solutions to run in parallel with your own systems.
7. Where are all the backups? Are they complete? Have we tested them?
8. Where are our programs - do we have list of all software suppliers to contact?
9. Update the Plan at least every six months.

There are companies that specialise in DR or maybe consideration should be given to what is a potentially expensive, but robust solution, in a SAN to SAN data replication using Storage Attached Network technology now available. No matter what is decided, a plan should be built and tested due to the importance of IT systems in business.



by
Stuart Rosenberg

BRIBERY ACT 2010

Is your organisation ready?

The new Bribery Act legislation came into force on 1 July 2011 and it aims to tackle corruption by bringing the UK into line with international law. It applies to individuals and to businesses (whether UK or foreign) which are based in the UK, where a bribe relating to it has taken place anywhere in the world.

What is a bribe?

A bribe is an inducement or a reward to someone to perform their activities improperly, in order to gain or to retain business or a business advantage.

but it is a defence for the organisation if it can show that it had put into place adequate procedures designed to prevent persons associated with the organisation from undertaking such conduct.

Meaning of associated person:

A person is associated with an organisation if they perform services for or on behalf of that organisation. The capacity in which they perform services for or on behalf of the organisation does not matter. Therefore the person may be an employee, agent or a subsidiary.

Penalties:

An individual guilty of an offence is liable on conviction to imprisonment of up to 10 years, or to an unlimited fine, or to both. A business guilty of an offence is liable to an unlimited fine.

Offences by a business:

If the offence has been committed with the consent of a senior officer of an organisation, the senior officer is guilty of the offence and is liable to be punished accordingly.

Excessive hospitality?

How is corporate hospitality or entertaining affected by the Act?

This was of significant concern to businesses and it caused a delay in the introduction of the Act until there was clarity. It has been determined that a business is still able to provide hospitality, entertaining or gifts, but it should be proportionate, for example, it is acceptable to provide tickets to Wimbledon, it is however not acceptable to pay for flights to the UK and the cost of hotels to enable someone to attend Wimbledon. Likewise lavish gifts will fall foul of the Act.

What businesses should do to comply with the law:

Within the Bribery Act a new law has been introduced of failing to prevent bribery. This is very significant to businesses as they might commit a corporate offence if they do not take adequate measures to prevent bribery taking place. Therefore a business may offer a defence if it can show that it has put into place suitable controls and procedures which are designed to prevent bribery arising.

In order to place reliance on this defence, a business should take the following action:-

1. Consider the risk of bribery taking place by assessing and being aware of its business markets and relationships, to ensure that they are open and transparent and to act where risk is detected.
2. Exercise care when it has dealings abroad or is involved with government contracts.
3. Senior management should be aware of the Act and its implications.
4. A business should develop a culture and ethics code where bribery is unacceptable.
5. Draw up an anti-bribery policy and ensure the information is communicated to existing and new employees, possibly via a training program.
6. Set out in contracts of employment or employee handbooks that a breach of the Act is a serious misconduct and set out the penalty an employee may face, e.g. instant dismissal.
7. Carry out adequate investigations into prospective suppliers & customers.
8. Set out in the standard terms and conditions the anti-bribery policy so that customers are made aware of the commercial expectations that the business has in its dealing with them.
9. Ensure that adequate whistle blowing procedures are in place if someone suspects a colleague has been involved in bribery.
10. Employees should be made aware of what is an acceptable level of giving or receiving gifts and hospitality.
11. If there is an internal control function, then it should periodically check that the procedures and controls are adequate and are being applied throughout the business.

By having these controls and procedures in place, a business will substantially reduce the risk of bribery arising. Though of course, such procedures cannot guarantee the elimination of bribery, it will however provide a business with the critical defence that it has done all it can to prevent it, should it turn out that an employee has been involved in bribery.



by Engin Zekia

The offences:

It is an offence for a person to offer a bribe and for a person to accept a bribe. It does not matter whether a person accepts the bribe directly or through a third party; whether the bribe is for the benefit of them or another person; or whether they know the performance of the activity is improper.

Activity to which a bribe relates:

It is any function of a public nature; any activity connected with a business and any activity performed in the course of a person's employment. This applies even if it is performed outside the UK. The activity is performed improperly if it is in breach of a relevant expectation.

Expectation test:

What is expected is a test of what a reasonable person would expect in relation to the performance of the activity concerned.

Failure of commercial organisations to prevent bribery:

A commercial organisation is guilty of an offence if a person associated with the organisation offers bribes in order to obtain a business advantage,

Disapplication – a risk of owning an Opted to tax Commercial Property

This situation is relevant in the case of a commercial property which is owned and on which exemption has been waived. Later the property is to be sold, but the purchaser says the option to tax is to be disapplied and consequently the VAT on the purchase has to be paid back to HM Revenue and Customs. This can apply where the purchaser intends to effect a change of use from commercial to residential. In such a situation, there could be a large VAT bill to pay!

How it happens – an illustration

Mr X ran a successful shoe manufacturing business and bought new premises, a factory costing £600,000, four years ago through his pension fund. He was charged VAT at the time and to get it back he registered his pension fund for VAT, opted to tax the property and then charged VAT on the rent to his company. The company could claim back all its VAT so there was no real (net) cost. Mr X now wants to move to smaller premises. To help achieve a sale he has obtained planning permission to convert the factory into flats.

What is a disapplication?

After a few months on the market a developer approaches him and makes an offer. He says he intends to take advantage of the planning permission and convert the property into apartments. Mr X thinks this is a good offer until the developer gives him a form VAT 1614D and says that his option to tax is no longer valid and that he should not charge him VAT.

Mr X receives advice which confirms that if a commercial property is being converted into residential use, the option to tax can be disapplied and no VAT charged on the sale. The developer does not want to fund a bank loan on the VAT amount and pay Stamp Duty Land Tax (SDLT) on the VAT amount. The option to tax is accordingly disapplied and the sale becomes an exempt supply.

If a sale becomes an exempt supply, you cannot recover any of the VAT associated with it. Not only is Mr X's pension fund unable to recover the VAT on the legal fees but, as the property cost

more than £250,000, it falls within the Capital Goods Scheme, which means that if there is a change of use from taxable to exempt within ten years of its purchase, then there has to be an adjustment to the amount of VAT originally claimed.

In this example, the property cost £600,000 and there has been a change of use within the 10-year period from taxable rentals to an exempt sale. As this occurred in the 4th year Mr X will have to pay back some of the VAT on the original purchase. In this case the VAT was £105,000 (£600,000 x 17.5%) and the change of use has occurred in year 4, so £63,000 (£105,000/10 x 6) will have to be repaid to the VAT man.

Can anything be done?

If you sell commercial property, be sure to obtain good professional advice before the property transaction is undertaken. At least you will be aware of the VAT implications and there will be no surprises. Certainly, you would not want to find out about it when there is a VAT visit and then a penalty and interest will also be due.

Remember, if an adjustment is necessary you should build it into your calculation when setting the price.

Another possibility would be to decide to demolish the property before the sale as the option to tax can only be disapplied on the conversion of a property not on the sale of bare land. Alternatively, an agreement could be reached with the purchaser which may lead you to have to pay their extra SDLT costs, as this will be less than the VAT that would be disallowed.

For the disapplication to take effect the purchaser must give a certificate on form VAT 1614D to the seller and the certificate must normally be given before the price for the sale to the purchaser is legally fixed (example by exchange of contracts or by the signing of (binding) heads of agreement). The seller may, at his discretion, accept a certificate at a later time, but only in respect of supplies that arise after the certificate is given. Of course, should the certificate have been received before the price is fixed the seller can also decline the offer should the disapplication not suit him.

If you sell a commercial property, be sure to obtain good professional advice before the property transaction is undertaken.



by
Ajay Shah

~~Sale Agreed~~

Growing your business efficiently

One of the most common questions asked is, "How do I grow my business?" It's a question that every business owner wants answered, preferably with ways that don't cost them a small fortune. The response to them is simple. There are really only the following ways to grow any business.



by
Howard Wallis

Firstly, increase your customer base. Secondly, increase the unit of purchase, and thirdly, increase the frequency of purchase.

Let's take a closer look at what each one really means.

Most people believe that in order to grow a business, you have to prospect, cold call, advertise, directly mail, or use the Internet to find new customers. Whilst finding new customers may be one way of growing a business, it's also the most expensive and risky way.

There is no guarantee that the thousands of pounds spent placing an advert in a national magazine is going to bring new business, or that the 10,000 pieces of mail you just sent will generate a profitable response. Yet, if you look around, most businesses spend the majority of their time and resources in this one area alone.

Another key advantage to using these two methods is that your customers already know you and trust you.

A better way may be to focus more of your attention on the other two ways of growing the business. Although at first glance, these two might seem surprisingly similar, they are, in fact, very different.

The first one is to increase the unit of sale. What this means is that you want to make current or even new customers purchase more at each and every sale. In other words, if a typical customer buys an average of £100 worth of goods or services at each purchase, the goal is to try and move that number up as much as possible without losing that customer.

One might try adding complimentary items to the product mix. An example that comes to mind is a photography store we once worked with some years ago. To increase the unit of sale, instead of having the clients just come in for film or processing, we suggested he start offering photo albums, frames, and batteries. So when a customer came in to pick up their finished photos, they could also buy a frame or photo album, while they were thinking about it. This also saved them from having to go to another merchant for these items.

This increased the unit of purchase for the store owner, and inevitably increased his bottom line. He had no additional advertising expenditure, he took very little risk, and he still managed to achieve his goal of growing his business.

The other way to grow a business is by increasing the frequency of sale. In other words, if, for example, a typical customer buys once a month, one could offer them a reason to buy twice a month.

An example here that comes to mind is a client we worked with just last year. In this case we also had them offer an extended product line in order to increase the number of times a customer would purchase from them. There was a business services company that offered a wide range of services for the small office/home office professional.

We looked at what people were buying and how often they were buying.

We decided to circularise their customers directly and ask them what was missing. In just a few days, we had an answer. What they needed most were simple office supplies. For just a few hundred pounds, the owner of the business was able to bring in a full range of office supplies including paper, cables, staples, etc. These were the types of things these people frequently ran out of and by offering them in this location, they saved a long trip down to another supplier.

It's always a good idea to contact customers on a regular basis. Find out what they really like about your business, but even more importantly, find out what they don't like and change it. You may find that if you were just to offer them the product(s) they needed either before or after purchasing your products, you could increase your sales exponentially.

These last two methods work for almost any business because they have very little risk associated with them and can very easily have the same growth effect as finding new customers, but without the inherent risk associated with cold prospecting.

Another key advantage to using these two methods is that your customers already know you and trust you. They've done business with you in the past and they have some positive references about your company. In a cold prospecting situation, you are trying not only to sell a product or service, but you are trying to sell your prospect on your company's integrity for which they have no references.

A great question we often ask of our clients is how do they get most of their new business? Inevitably they'll tell us that most of their new customers come from referrals. So, the next logical question is, how much time and effort do you place into developing referrals? We are always amazed to find out that although they realize that referrals are a major part of their business, they dedicate few, if any, resources to this powerful means of generating new business!

If referrals are a major part of a growth strategy, you've got to spend time developing programmes that increase the number and frequency of referred clients to your business. An easy way to do this is to offer existing clients a premium or discount of some sort for each new customer they bring you. What you are actually doing is turning satisfied customers into a powerful, persuasive sales force and paying them only when they produce a result or in other words, bring in a new client.

Growing your business doesn't have to be expensive, risky, or even time-consuming !!

Partners
Michael Harris LLP
Colin Burns LLP
Richard Kleiner LLP
Neil Summer LLP
Bernard Hoffman LLP
Howard Wallis LLP
David Convisser LLP
Deval Patel LLP
Stuart Rosenberg LLP
Stephen Coleman LLP
Ajay Shah LLP
Graham W Thomas LLP
Engin Zekia LLP

Consultants
David Atkinson LLP
Michael Fialko FCA CTA



Directors
Colin Burns
Richard Kleiner
Graham Thomas
Robert Jones
Andrew Chaplin

Office Locations
25 Harley Street
London W1G 9BR
T: +44 (0)20 7299 1400

Edelman House
1238 High Road
London N20 0LH
T: +44 (0)20 8492 5600

240 Avenue West
Skyline 120
Great Notley, Braintree
Essex CM77 7AA
T: +44 (0)1376 344 234
F: +44 (0)1376 344 264

gemail@geraldedelman.com
www.geraldedelman.com



Gerald Edelman is registered to carry on audit work by the Institute of Chartered Accountants in England and Wales. Genesis Wealth Limited is authorised and regulated by the Financial Services Authority (FSA). Gerald Edelman Transaction Services Limited is regulated by the Institute of Chartered Accountants in England and Wales for a range of investment business activities. The value of investments can go down as well as up and you may not get back the full amount you invested. The past is not necessarily a guide to future performance. If you withdraw from an investment in the early years you may not get the full amount invested. The FSA do not regulate taxation advice, inheritance tax planning and trust advice.

This newsletter is for guidance only, and professional advice should be obtained before acting on any information it contains. Gerald Edelman accept no responsibility for loss suffered by any person as a result of action taken or not taken as a result of the contents of this publication.