



To the Cloud:

THE PROS AND CONS OF CLOUD COMPUTING

Member Spotlight:
Byrne Curtin Kelly

*Sustaining a Differentiated
Marketplace Presence*

*Technocracy:
How to Compete
in a Fast-Paced World*

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When it comes to marketing, a company does not have to do everything at once, but it should always be doing something on an ongoing basis to build and sustain a differentiated marketplace presence. Learn five tips for getting more profitable marketing results.

Technocracy: How to Compete in a Fast-Paced World **10**

The second decade of the new millennium will be one in which broad, sweeping dominance of technology will expand, enlighten and threaten various aspects of our existence. Jeff Davidson offers some strategies for competing in a fast-paced world.

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Inside: To the Cloud: The Pros and Cons of Cloud Computing

A new information technology (IT) phenomenon is permeating large and small companies within the accounting industry. Kaitlin Friedmann describes the pros and cons of cloud computing.



GLOBAL PRESENCE
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A Message from the JHI Board Chairman, Ken Kirkland

One of the most powerful JHI benefits is being a part of the global referral network to increase business while expanding the reach and scope of member firms. As we approach the middle of the year, I would like to remind JHI members about the many valuable networking and educational opportunities our Region Conferences and Annual General Meetings provide.

Attending the JHI region conferences gives members the opportunity to meet face-to-face and develop business and personal relationships, exchange professional knowledge as well as participate in networking forums and programs that enhance know-how and expertise within the industry.

JHI Region Conferences and Annual General Meetings represent three global regions—Asia-Pacific (AP), Europe/Middle East/Africa (EMEA) and the Region of the Americas (ROA)—providing ways to stay up to date with specific trends and issues affecting each corner of the world. This year, with such themes as “Investment and Connections,” “Business and Personal Health Boot Camp” and “Visions and Visionaries,” JHI members are finding new avenues for professional and personal growth. I commend the efforts of the Conference Content Committee and each host firm for securing quality speakers to help educate and inform us all. Where else can you find session topics ranging from “A Balancing Act: Walking the Tightrope of Life” to a corporate tax workshop?

Please take the time to view descriptions of the 2011 JHI Conferences and Events at www.jhi.com/events. I feel that I have benefited tremendously from my involvement in JHI events over the years and I am confident you will too.

Kenneth W. Kirkland, CPA, MST
JHI Board Chairman

HEADQUARTERS MESSAGE

Do You Know What Your JHI Member Benefits Are?

Much like the most important things in real estate are “location, location, location,” to an association, those three things are “benefits, benefits, benefits.”

The entire JHI Headquarters team is dedicated to providing member firms with valuable benefits through your affiliation with JHI. Perhaps there are some member benefits of which you have yet to take advantage.

One important benefit, as a JHI member firm, is access to a global network of industry service providers who offer preferred rates on useful products and professional resources that build business. Aside from multiple opportunities to develop business and personal relationships face-to-face, JHI members enjoy annual discounts on insurance, publication subscriptions, reference books, newswire services, e-mail security, professional development courses/seminars, recruitment searches and software. Please visit the JHI website, www.jhi.com/membership-benefits, to learn details about specific discounts.

Additionally, Headquarters supports the JHI Board of Directors and Committees to implement new educational initiatives for members, such as webinars covering hot industry topics. Members can also submit ideas for feature articles in *JHI Connections* on topics you feel your fellow members can benefit from learning about. In the past, we have covered such topics as social media, websites and networking. E-mail Kaitlin Friedmann at kfriedmann@jhi.com to submit your ideas.

Keep in mind, JHI also has a LinkedIn Group available for you to discuss the topics that are important to developing your business locally and globally. Join the Group today by searching “JHI Association” at www.Linkedin.com.

By Kaitlin Friedmann

To the Cloud:

The Pros and Cons of Cloud Computing

A new information technology (IT) phenomenon is permeating large and small companies within the accounting industry. Cloud computing is defined by the National Institute of Standards and Technology (NIST) as a model for enabling convenient, on-demand network access to a shared pool of computing resources (i.e. networks, servers, storage, applications and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction.

In a more simplified sense, the “cloud” is a metaphor for the Internet. Organisations that are “in the cloud” have moved all of their applications and data to the Web for easy and flexible access through a cloud provider. For example, businesses using cloud computing would use Google Docs, a Web-based application accessible from anywhere, as a word processor instead of Microsoft Word, which has long been a staple in any business operations for the past two decades. This is not to say corporations like Microsoft are not innovating to keep up with cloud computing—they also have a cloud computing provider service. This model is certainly causing IT managers to rethink the way their companies access products and services that are just as functional, if not more than what has been traditionally installed on office desktops.

According to a recent study by BDO USA, 72 percent of CFOs say they are currently using cloud computing “for improved business agility,” increased scalability and cost flexibility. The number of tech companies using cloud computing represents a 29 percent increase from 2010. Among cloud adopters, 55 percent expect to increase use in 2011—a 53 percent growth over 2010.

As with any new technology, experts are advising companies to consider all the angles before deciding if the cloud is right for them. The same study found 28 percent of CFOs say “they have steered clear” of the cloud altogether due to security concerns, expenses and limited application features.

Let’s examine some advantages and disadvantages of moving to the cloud.

Pro: Reduction in Cost

Unlike software, cloud computing does not need to be purchased for one-time or infrequent computing tasks. In





a pay-as-you-go scenario, businesses using the cloud will save on the cost of upgrades and possibly IT attention.

IT managers save on actual hardware costs too because users can access systems using a Web browser regardless of their location or what device they are using. In theory, a business does not need to invest in costly computers. They can buy basic desktop computers and put them to work simply using their Internet connections and relying on their cloud computing providers.

Con: Security

Reliance on the provider can also be a disadvantage. Every company is interested in protecting their information and

ensuring it is not subject to a security breach. Look at cloud computing from a risk perspective. Your company's data and apps are now being distributed across many different websites—it automatically lends itself to lapses in security if your cloud computing provider is not mindful of potential problems.


In addition, privacy advocates have taken a watchful eye to cloud providers. Cloud hosts control and can monitor the communication and data stored between the user and the host company, which could put your company's valuable information unwillingly into the hands of a third party who can share it with the government or other business partners without your knowledge.

Pro: Scalability

Cloud computing is dynamic and creates a promising world of on-demand resources. Businesses large and small can adapt to challenges and opportunities in real time. Performance is monitored and can even be metered if needed—per client and application on a daily, weekly, monthly and yearly basis. Its sheer ability to be customised is a new concept sure to be willingly embraced by IT managers around the world.

Con: Unreliable Customer Service

In-house IT departments are usually on call and ready to jump to any workspace in the event of an interruption of service, virus or other computer problems. With the cloud, IT departments lose control over data and applications, and many business owners remain critical about the level and quality of customer service during IT emergencies. Mostly, complaints in this area are that providers may not prioritise problems appropriately in times when a quick response is expected.

As the recession of the past two years begins to wane, firms around the world face important decisions about starting fresh with new talent and technology applications that can support new growth. While cloud computing becomes more mainstream every day, it is important for firms to understand ways to maximise benefits and minimise risks of a move to the cloud. 

By Meghan Higgins



From Left to Right:
Tony Kelly
Dónall Curtin
Darren Connolly
Frances Spollen

Byrne Curtin Kelly: Focused, Determined and Committed

Established over 50 years ago in Dublin, Ireland, Byrne Curtin Kelly serves a broad range of clients through various sectors, offering the utmost skills and experience to help clients meet the challenge of an increasingly complex business environment.

According to Tony Kelly, managing partner at Byrne Curtin Kelly, the firm has gone through a number of different incarnations, the latest being a split into distinct sectors dealing with audit and regulated entities, accounting taxation and management consulting, wealth management and investments as well as corporate

finance. The firm continues to develop in niche areas such as hotel and hospitality, not-for-profit and medical; it remains focused, determined and committed to effectively serving clients and meeting their needs.

Byrne Curtin Kelly's executive management team includes Kelly; Dónall Curtin, partner, management consultancy and corporate finance; Darren Connolly, partner, audit and assurance and Frances Spollen, partner, audit and assurance.


"Our biggest challenge is many clients are facing difficulties in the recessionary climate and continue to rely more and more on us for advice and expertise," said Kelly. "This is coupled with continuing pressure on fee rates and increased competition in the marketplace."

Despite these challenges, the firm continues to stand out among its competitors through its innate ability to listen to its clients. "In order to give clients the quality of service and advice they require, we listen to their needs.

Committed to Meeting Client Needs

We provide value to our clients by assisting them in making the correct decisions for their business whilst ensuring the highest level of statutory compliance," he said. "We also take a proactive approach, ensuring a close relationship with our clients so that we are best placed to advise on all aspects of their business and assist them in providing security for their family and business."

In addition to listening to clients, the firm also views technology as a vital part of its business. "We have invested heavily over the last number of years integrating our systems and moving towards a 'less paper' office," Kelly said. "We believe that in order to give our clients the level of service they require, embracing technology is essential."

According to Kelly, JHI provides benefits to the firm on a number of levels. "JHI is a resource and knowledge base that brings a wealth of experience and expertise that we can avail from," he said. "It allows us access to worldwide advice which we can bring to our clients and provides an opportunity to receive client referrals from fellow members." 

JHI Board of Directors

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Take the pulse

Client and prospects are the lifeblood of a business and surveying them periodically is essential to the success of a marketing plan. In addition to gauging awareness and penetration of a company's marketing messages, the knowledge and insights gained from periodic client and prospect surveys ensures the ongoing relevance of your messages and tactics in response to any shifts in customer needs, wants or challenges.


We cannot manage what we do not measure

Assuming a marketing plan's objectives are measurable (which should be a pre-requisite in developing them), measuring tactical performance against a defined set of metrics determines whether the objectives of the marketing plan are being met or an adjustment is needed. Marketing results take time. Metrics tend to reveal more information when measured regularly over a longer time period. Tracking downloads, website visitors, attendees at various events and campaign-specific Web hits

or phone calls are typical metrics. Others can include rate of customer acquisition and attrition, cost per lead, rate of service leads and sales, growth in customer buying frequency and volume of business.

Maintain flexibility

Ongoing measurement is also important for adapting marketing tactics and messages to changes in external marketplace forces or the emergence of a particularly successful tactic. A specific tactic, message or target audience generating a higher response may warrant a shift to put more marketing budget dollars and tactical weight behind the opportunity. Measurement identifies successful approaches that can be expanded as well as less successful tactics that can be re-tooled or retired.

Ultimately, having measurable marketing objectives, incorporating sales staff input, maintaining a consistent brand look and messaging as well as measuring the results of marketing efforts goes a long way to accelerating a company's velocity on the road to success. 



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Exceeding our clients expectations since 1993

By Jeff Davidson

TECHNOCRACY:

How to Compete in a Fast-Paced World

The second decade of the new millennium will be one in which broad, sweeping dominance of technology will expand, enlighten and threaten various aspects of our existence. Because of the ever-growing capabilities of the almighty, shrinking microchip, and widespread, inexpensive DNA scanning, nearly everything we now know and understand about connectivity, social media, robotics, energy alternatives and health and wellness will be turned on its head.

IT'S RAINING INFORMATION

The individual's relationship with information, however, could trump everything else in terms of magnitude. Information will come to us in even faster streams than ever before, and in ways that enable us to better harness its potential and enhance our intelligence. Armed with shopping comparison data from our mobile devices, for example, we will be better equipped to make effective purchases. This, in turn, will impact how products and services are conceived, designed, packaged, placed and delivered.

The wise executive or entrepreneur recognises the accuracy, timing and placement of marketing messages will become the "make or break" business issue of the decade. Consumers today have access to research on virtually every product or service, a plethora of reviews and opinions and other consumer data that customers of yesteryear could only dream about. The ways in which we reach clients and customers, in the world of YouTube, Google Video, Facebook and

delivery vehicles not yet even developed, will spell the difference between success and failure between now and 2020.


COMPETING IN A HYPER-ACCELERATED WORLD

How does the aspiring executive or entrepreneur successfully compete when the efficacy of all information vehicles is subject to upheaval? Here are four basic strategies:

1. Subscribe to the publications read by your target market.

It is one thing to keep pace with trends and developments in your own industry, but the key to success in the coming decade will be to understand the nuances as well as informational and technological advances in the industries of those whom you wish to serve. This can be done easily enough by taking out subscriptions to the top two or three publications read by your target market, as well as signing up for E-zines and other online information sources they find popular, timely and useful.






2. Follow the leaders. Identify the handful of key companies and individuals who are on the leading edge. You know who they are: the ones you love to hate. Instead of allowing your eyes to glaze over any news, articles and information about such movers and shakers, formulate insights and draw lessons from what they are doing. In most industries and professions, you usually do not have to be the innovator to achieve high profitability. You simply have to be in the game and make wise moves.


3. Set up a Google Alerts system. This system will automatically keep tabs on the subject areas, organisations, people, products, services and catch phrases that are important to your business or career. There is no upward limit to how many such phrases you can tag so Google, either once a day, once a week or on an “as it happens” basis, will send you an e-mail with a direct link to the phrases you have earmarked.

You can set up alerts for everything that matters or

even potentially matters in your market. You can then quickly and easily peruse the alerts you receive, and effectively keep pace with all developments that make their way to the Web (which, these days, is nearly everything) without breaking your stride. Merely assign a 10-15 minute period each day, or an hour-long period each week, to monitoring your Google Alerts, storing the ones of importance in specially-marked folders and acting on the intelligence you have gathered as you deem it appropriate to do so.

4. Attend the key conferences, conventions, symposia and expositions in your industry and the industries of your targets. Walking the exhibit floors, attending keynote presentations and breakout sessions and collecting notes and literature as you go, are among the most effective ways to keep yourself current. In every professional society or association, the quarterly and annual meetings represent a forum of the latest ideas and forward thinking of the best and brightest members of the group. At least once annually, if not twice or thrice, book the flight, make the hotel reservation and pay the registration fee to the key gatherings and assemblies crucial to the success of your business.

The ability to quickly gather, manipulate, interpret and apply information in the workplace will impact how companies organise themselves, how teams communicate, how short and long-term projects unfold, who gets promoted and who gets left behind. 



Jeff Davidson, “The Work-Life Balance Expert®,” has written 56 mainstream books, is a prominent authority on time management and is an electrifying professional speaker, making nearly 800 presentations since 1985 to clients such as Kaiser Permanente, IBM, American Express, Lufthansa, Swissotel, America Online, Re/Max, USAA, Worthington Steel and the World Bank. He is the author of “Breathing Space” and “Simpler Living.” His 60 Second Series with Adams Media, including the “60-Second Organizer,” “60-Second Self-Starter” and “60-Second Innovator,” are popular titles in China, Japan, Malaysia, Indonesia, Russia, Turkey, Saudi Arabia, Italy, Poland, Spain, France and Brazil.



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2011 EVENT CALENDAR



19-21 May

Europe/Middle East/Africa (EMEA) Region
Conference & Annual General Meeting
Sheraton Istanbul Ataköy Hotel
Istanbul, Turkey

8-11 June

Asia-Pacific (AP) Region Conference
& Annual General Meeting
Conrad Bali
Bali, Indonesia

20-23 July

Region of the Americas (ROA) Conference
& Annual General Meeting
Sofitel Chicago Water Tower
Chicago, Illinois USA

17-18 September

Leadership Forum (formerly Managing
Partners Summit)
The Ritz-Carlton Buckhead
Atlanta, Georgia USA
**(18 September -
Social Media Session)**

19-21 September

Information Technology (IT) Conference
The Ritz-Carlton Buckhead
Atlanta, Georgia USA

23-24 September

Tax & Audit Conference
Milan, Italy

2-5 November

International Conference
& Annual General Meeting
Hyatt Regency Century Plaza
Los Angeles, California USA