

# Back on track

Accounting firms in the West have had to roll up their sleeves to achieve growth, while it is business as usual in booming emerging markets. *International Accounting Bulletin* reports solid demand across most service lines but increasing uncertainty over regulation of the audit profession

The global accounting profession is back on track following two challenging years but looming regulation and the eurozone crisis have placed celebrations on ice.

This year's world survey is a tale of vastly different fortunes between East and West, North and South. It is the emerging economies that are fuelling global growth but many Western markets have also improved on fiscal 2009/2010 results.

This year's survey gathered data from the leading 44 accounting networks and associations. The market grew by 8% to \$156.7bn. A lot of this growth was due to mergers and acquisitions as well as firm additions. It still represents an improvement on the 2% market growth in 2010. Total market revenue was up \$5bn since the pre-recession fiscal year of 2007/08, in which firms consistently posted double-digit increases.

PwC has clawed its way back into pole position after Deloitte's brief reign as the top network in 2010. In 2011, PwC reported 10% growth to \$29.2bn, which places it \$423m ahead of Deloitte.

Of the 44 networks and association tak-

ing part, 86% reported an increase in fee income, which compares favourably to 60% in last year's report.

Among networks, the average growth was 8%, led by the Big Four that reported average growth of 9%.

Associations of independent firms reported 8% growth, compared to 2% revenue drops last fiscal.

Severe fee pressure and tough competition are the main characteristics of Western audit markets but in emerging economies audit firms cannot grow fast enough to meet demand.

In tax, there has been strong interest in transfer pricing services and cross-border tax advice, which has benefitted many of the larger firms.

Another trend has been strategic acquisitions of niche consultancy companies, which has helped the Big Four grow capacity and depth. It is one of the reasons PwC expanded its advisory business by 22%.

The highlight (or lowlight to some) of the past year has been the European Commission's (EC) audit market proposals, which threatens the Big Four business model.

Mandatory firm rotation, banning non-audit services, joint audits and mandatory retendering have been discussed at length in the past year and largely divided the profession between the Big Four firms and the rest.

A US decision on the adoption of IFRS has been postponed to the first half of 2012 with some firm leaders speculating that further delays could derail US interest in global accounting standards.

## A solid year

PwC has regained its position as the largest global accounting network with strong growth in advisory services and tax.

"Certainly, there are non-audit services that are being provided within our assurance line, whether it is focused on internal audit service or on risk management services. They are clearly functions coming out of the financial crisis," notes PwC International chairman Dennis Nally.

"However, the drivers of those services

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### Market at a glance

#### Revenue

**Largest by revenue:** PwC, \$29.2bn

**Smallest by revenue:** ACEE, \$22.4m

**Highest growth rate:** UC&CS Global, 228%

**Lowest growth rate:** Euraudit International, -25%

#### Staff

**Largest workforce:** Deloitte, 181,566

**Smallest workforce:** ACEE, 169

**Most professionals:** Deloitte, 138,790

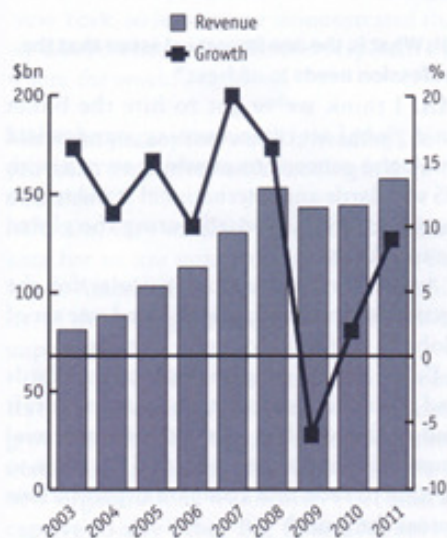
**Most admin staff:** Ernst & Young, 30,970

**Most offices:** BDO, 1,118

Source: *International Accounting Bulletin*

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### Total revenue vs growth: 2002-2011



Notes: Growth = the average growth of networks and associations surveyed.

Source: *International Accounting Bulletin*

are really the core product that we provide, which is the independent opinion on financial statements."

Deloitte reported fee income of \$28.8bn and much of this growth came from advisory services, says global chief executive Barry Salzberg.

"The growth was more organic than inorganic when you compare to the prior year. During the course of this year and the growth that we enjoyed, it was the economy that supported that and drove our advisory services," Salzberg explains.

While the battle between the top two networks has been neck and neck in the past few years, the gap between third placed Ernst & Young (E&Y) and KPMG is also closing in. In 2010, E&Y earned \$920m more than its rival but this year the gap is \$170m.

KPMG International chairman Michael Andrew says the source of KPMG's 10% growth was unexpected.

"I was very surprised with the growth of the US advisory market. We are up 27%, despite being under severe economic pressure," Andrew says. "We are also going strong in markets such as Brazil, India, the Middle East and, to a lesser extent, Russia."

There are no positional changes among the top 10 accounting networks with BDO leading the mid-tier after reporting a rev-

enue rise of 7% to \$5.6bn in the year to 30 September 2011.

BDO International chief executive Martin van Roekel says the network is pleased with the growth it achieved despite the difficult economic conditions.

"We have continued with a steady high growth in the Asia-Pacific region. We are pleased to see more traditional regions doing OK. We have done well in Africa and Middle East," he says.

Sixth-placed network RSM International reported a slight increase of 1%, which is mostly organic, says global chief executive Jean Stephens.

"Despite having a more flat performance we have had significant increase in interna-

tional clients and referral work," she says.

Outside the top 10, Nexia International leapfrogged Moore Stephens International into 11th place following a recent merger between large US firms Clifton Gunderson and LarsonAllen.

While only one network reported a decline in revenue, five associations reported a drop. This is often caused by firms switching groups and not a reflection of organic growth. The average growth of associations was a healthy 8%, which is a 10% turnaround on last year's report.

MSI Global Alliance reported a 5% increase to \$542m. MSI Global Alliance chief executive James Mendelsohn says the association has observed a volatile market

and lost a number of firms.

"We largely anticipated the loss of the firms, but we've gained quite a lot of firms too and that shows to me that people are becoming much more critical buyers of network and association services," he says.

An association joining the *International Accounting Bulletin* world survey this year is Geneva Group International, which is placed fourth with \$1.8bn in revenues in 2011. Geneva Group is a multidisciplinary association but all legal revenue has been removed from its results.

### Audit sees calmer waters

Despite ongoing pressure on audit fees in the West, eight of the top 10 networks by

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### Leading accounting networks: fee data

Rank	Name	Fee income (\$m)	Growth rate (%)	Fee split (%)							Year-end
				Audit & Accounting	Tax services	Management consulting	Corporate finance	Corporate recovery/ Insolvency	Litigation support	Other	
NETWORKS OF INDEPENDENT FIRMS											
1	PwC*(1)	29,223.0	10	48	26	-	-	-	-	26	Jun 11
2	Deloitte*(2)	28,800.0	8	43	20	-	-	-	-	37	May 11
3	Ernst & Young*(3)	22,880.0	8	46	26	-	-	-	-	28	Jun 11
4	KPMG*(2)	22,710.0	10	46	21	-	-	-	-	33	Sep 11
5	BDO*(4)	5,672.3	7	61	19	-	-	-	-	20	Sep 11
6	RSM International*(5)	3,899.0	1	48	29	15	-	-	-	8	Dec 11
7	Grant Thornton International*(2)	3,788.0	3	50	22	-	-	-	-	28	Sep 11
8	Baker Tilly International*	3,222.1	5	52	26	11	3	4	1	3	Jun 11
9	Crowe Horwath International*	2,894.9	6	50	25	10	1	1	0	13	Dec 11
10	PKF International*(6)	2,621.2	7	49	28	10	6	2	1	4	Jun 11
11	Nexia International*	2,330.0	11	52	22	11	3	1	3	8	Jun 11
12	Moore Stephens International*	2,298.0	7	53	27	6	2	2	1	9	Dec 11
13	HLB International*	1,794.9	6	45	29	10	2	2	1	11	Dec 11
14	Kreston International*(7)	1,757.4	5	46	23	7	2	2	-	20	Oct 11
15	Mazars*	1,333.1	12	48	10	2	40	-	-	-	Aug 11
16	UHY International*	633.5	9	63	17	8	1	1	1	9	Dec 11
17	Russell Bedford International*	377.0	0	-	-	-	-	-	-	-	Jun 11
18	ECOVIS International*(8)	272.3	7	39	27	7	1	2	3	21	Dec 11
19	IECnet*(9)	107.6	-10	57	29	6	4	1	3	-	Jun 11
20	Reanda International*	87.3	42	65	10	13	-	5	-	7	Dec 11
21	SMS Latinoamerica*(10)	60.3	8	47	28	18	1	3	-	3	Dec 11
22	UC&CS America*	34.3	103	53	33	14	-	-	-	-	Dec 10
Total revenue/growth		136,796.2	8								

Notes: \*Disclaimer - Only data from the exclusive member firms within the network or association is included. Data relating to correspondent and non-exclusive member firms is not included. (1) Other includes consulting and financial advisory services; (2) Other includes advisory services; (3) Other includes advisory and transaction services. (4) BDO revenue includes \$1.39bn from two exclusive alliance networks; (5) RSM International revenue includes \$941m from member firms that belong to an exclusive alliance network; (6) PKF International revenues include only exclusive members. Exclusive correspondent members contribute \$640.9m of total revenue; (7) Kreston International's revenue excludes full members that belong to another international group. In 2011, non-exclusive members generated revenue of \$111m; (8) ECOVIS International does not include fee income of associated US partners. If it were to, the combined revenue of the network would be \$420.1m; (9) IECnet is part of an alliance that includes CPA-US and EPR. Only IECnet figures have been included; (10) SMS Latinoamerica fee income includes only exclusive members. Exclusive correspondent members contribute \$2.3m. Source: *International Accounting Bulletin*

audit revenue (turn to page 16) have seen positive growth with the Big Four increasing by more than 5% on average. This is an improvement on last year's results.

PwC's Nally believes there is a real demand for quality assurance services, "whether you are sitting the US, Europe, parts of Asia or wherever".

KPMG's Andrew says audit growth is mostly coming from emerging markets.

"We are not really seeing a lot of audit growth in our major and mature markets," he says. "It's been a tough business, frankly, but the growth is generally coming from some of these new and emerging countries like India, Brazil and Russia."

Baker Tilly International's audit business was below par because of fee pressure.

"As a profession there has always been fee pressure but it has just magnified now. We are living in an age of transparency and telling shareholders what they get for their money," Baker Tilly International chief executive Geoff Barnes says.

Grant Thornton International chief executive Edward Nusbaum says fee pressure in the US was "very aggressive" in 2011.

"We're seeing some signs that in 2012 [fee pressure] will ease up a little and we'll see some rising prices, not just for Grant Thornton, but across the industry because salaries have gone up and companies are more profitable in the US [than in recent years]," Nusbaum says.

On the flip side, Nusbaum says that in countries such as India, China and Brazil audit prices are inflating as economies continue to flourish.

PKF International chairman Wolfgang Hofmann says he has observed 10% to 20%

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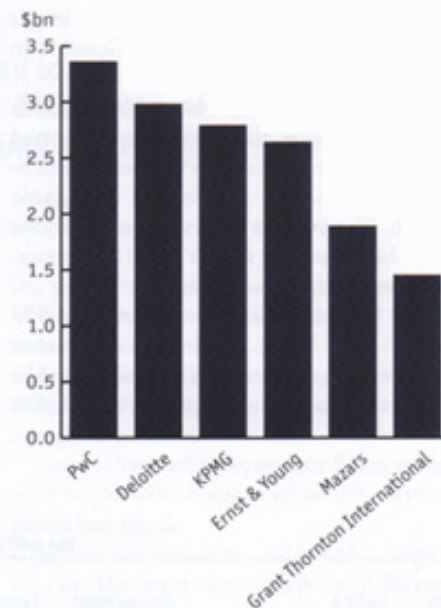
##### Service line fee splits



Source: International Accounting Bulletin

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##### Top six revenue per partner



Source: International Accounting Bulletin

year-on-year audit fee reductions for some assignments.

"Fee pressure is one of the most critical issues that we have and is present across all regions. You are faced with regulatory changes and client demands increasing, and the challenge is how [to] work around this," Hofmann says.

While acknowledging fee pressure, Crowe Horwath International chief executive Frank Arford says there are still plenty of opportunities for firms to provide audit services to international, middle market companies.

"As our global brand becomes better known and recognised, our firms will have more opportunities to bid on this audit work," he adds.

Instead of cutting back, Deloitte's Salzberg believes it is even more important to invest in the audit business during challenging trading conditions.

"Investing into audit services is core and critical to our objective of serving the public interest, particularly in the case of [mandatory] audit," Salzberg says.

"So while there is fee pressure our response is to drive a more complete service in that regard and invest in our future."

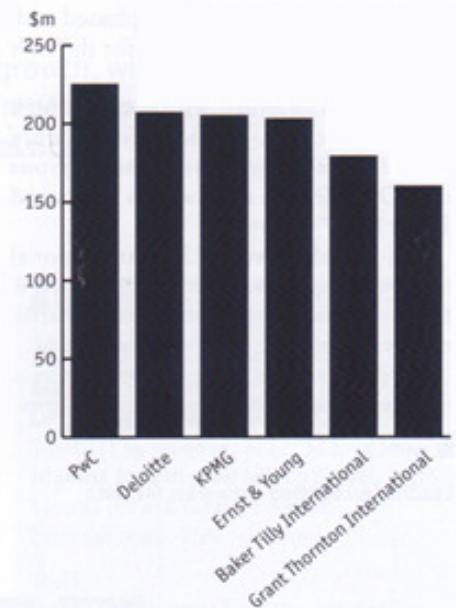
#### International tax boom

Tax services are in great demand and many networks are building capabilities in transfer pricing and international tax services. The top 10 tax networks grew revenue by an average of 7%.

KPMG grew its tax practice by 12.6%, which is the highest growth among the Big

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##### Top six revenue per professional



Source: International Accounting Bulletin

Four. Andrew says the firm has seen growth in global tax outsourcing, indirect taxes and transfer pricing.

"One of the things with long term potential is international tax because if you think about it we've got all these western countries that have to raise revenue and you have got all of these emerging countries which have to put in tax incentives to attract capital," Andrew explains.

"So, all the multinationals are working on a tax plan from a blank sheet of paper given the new conditions which exist in the market."

Nusbaum says Grant Thornton has seen a huge demand for tax services in China, Australia and Brazil.

"And interestingly enough, it's things like international tax services in addition, of course, to federal income and VAT taxes, that are growing," he says.

"Overall, I would say international tax and transfer pricing, particularly international tax, has had the greatest increase".

BDO's van Roekel observes that there is more pressure to reduce fees for tax services and the service line is becoming more competitive.

PKF International grew its tax business by 58% due to the network developing "niche tax services".

"We think we have to focus on tax services and this is what we are looking to further develop – VAT services, transfer pricing services, wealth advisory, import-export tax, customs duties and so on.

"These are the niches where we have sig-

nificant growth opportunities," Hoffman says.

Advisory and consulting services have proved a mixed bag for firms. The Big Four grew their advisory services by an average of 16%, while the six-largest mid-tier firms only grew advisory revenue 0.3%.

PKF International reported a 35% drop in advisory revenues to \$602m. Hofmann says in 2011 PKF firms reported very low advisory levels but it should start to pick up this year.

"It is very much depending on the economy and when it becomes better we can also see more work in advisory. [At present] it is very difficult," Hofmann says.

Nally says that PwC is looking to build advisory services through niche acquisitions, which has been a trend of the Big Four.

"We had a number of different acquisitions over the last several years," Nally says.

"We will continue to look for what we refer to as 'strategic acquisition' – those acquisitions that will really add the kind of recourses that are responsive to the need of the market place."

Salzberg says good advisory growth was mainly down to a pick up in M&A activity.

Van Roekel says BDO's 3% growth in advisory was on par with expectations.

"Without any doubt the Big Four are very strong in the larger economies of the world where normally the big part of the revenues resulting from advisory services come from," he says. "It is fair to say that they have heavily invested into those areas and due to that investment in the past four years their [Big Four] revenues have significantly grown in advisory."

#### West to East, North to South

Although the US and Europe remain the

main sources of revenue for global accounting firms, it is the booming emerging markets that will power growth in the future.

For the first time, this year's survey includes regional breakdowns that show how strong networks and associations are in each continent (*turn to pages 12-13*).

PwC is the market leader in Europe, Asia-Pacific and Middle East/Africa, while Deloitte dominates the Americas. BDO is the largest mid-tier network in all continents except North America, where RSM International is the largest outside the Big Four.

Firms in Europe (43%) and North America (40%) bring in the largest slices of revenue in the world. While Asia-Pacific contributes only 12% of revenue, it has 22% of the global workforce, and counting.

All of the major networks are investing heavily in BRIC countries and other key emerging economies.

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##### Leading accounting associations: fee data

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				Audit & Accounting	Tax services	Management consulting	Corporate finance	Corporate Recovery/ Insolvency	Litigation Support	Other	
ASSOCIATIONS OF INDEPENDENT FIRMS											
1	Praxity*(1)	3,687.8	12	64	22	8	1	1	1	3	n/a
2	Leading Edge Alliance*	2,590.2	9	42	32	22	1	1	1	1	Dec 11
3	IGAF Polaris*	2,021.8	-	58	22	12	-	-	-	8	May 11
4	Geneva Group International*(2)	1,813.0	10	31	28	22	5	5	3	6	Dec 11
5	AGN International*(3)	1,490.0	2	55	26	-	-	-	-	19	Oct 11
6	BKR International(4)	1,360.0	-2	59	28	-	-	-	-	13	Jun 11
7	DFK International*(5)	1,088.7	0	48	31	7	2	3	3	6	Sep 11
8	IAPA*(6)	1,002.6	6	-	-	-	-	-	-	-	Mar 11
9	Morison International*	711.8	44	57	18	8	5	2	3	7	Dec 11
10	CPA Associates International*	640.0	2	47	32	12	-	-	-	9	Oct 11
11	MSI Global Alliance*	542.2	5	51	20	9	4	9	7	-	Dec 11
12	Alliott Group*	539.5	42	31	22	20	13	14	0	-	Jun 11
13	MGI*	500.2	3	-	-	-	-	-	-	-	Jun 11
14	KS International*(7)	317.9	6	48	17	8	3	2	0	22	n/a
15	EuraAudit International*	291.6	-25	59	23	9	1	0	0	8	Dec 11
16	Enterprise Worldwide*	279.9	7	45	36	9	3	-	2	5	Dec 10
17	Integra International*	269.8	1	50	35	10	2	1	2	-	Oct 11
18	INPACT Group*	258.6	-17	-	-	-	-	-	-	-	Dec 10
19	GMN International*	185.0	19	60	20	8	1	1	1	9	Dec 11
20	UC&CS Global*(8)	138.9	228	53	33	14	-	-	-	-	Dec 11
21	Parker Randall International*	131.5	-7	55	15	25	5	-	-	-	Dec 11
22	ACEE*(9)	22.4	-9	45	-	-	-	-	12	43	Dec 11
Total revenue/growth		19,883.4	8								

Notes: \*Disclaimer – Only data from the exclusive member firms within the network is included. Data relating to correspondent and non-exclusive member firms is not included. (1) Praxity 2011 year-end is the latest available year-end of participating firms; (2) Geneva Group International figures refer only to accounting/audit firms within GGI and not law firms; (3) Other includes management consulting, corporate finance, corporate recovery/insolvency; (4) Other includes IT, write-up and miscellaneous services; (5) DFK 2011 fee income includes exclusive members only, while 2010 fee income includes \$20.2m from correspondent and non-exclusive members; (6) Revenue for IAPA member UK 200 Group includes only their accounting firms; (7) KS International member firms have various 2011 year-ends. Other includes company wealth management, company secretarial and trust services; (8) UC&CS Global revenue includes \$102m from an exclusive strategic alliance. The inclusion of alliance revenue was the major driver of growth; (9) ACEE revenues do not include legal services: if it were too, revenues would be \$38.4m. Source: International Accounting Bulletin

“From PwC’s standpoint, around 21-22% of our revenue today comes from those developing markets and as we look over the next five years we expect those numbers to be 40-43%,” Nally says.

“So, we see a significant shift in terms of the market place for our services and, therefore, we are going to continue to add resources aggressively in those markets to help our clients deal with their issues and challenges.”

E&Y has invested \$1bn in emerging economies in the past five years and plans to invest even larger amounts in the future.

KPMG’s appointment of Hong Kong-based Andrew as a global leader reflects the growing importance of Asia to accounting networks.

“The reality is we now have very good leadership in the US and the UK and you don’t really need to be there, do you? Whereas, in the new emerging markets you really have to be down there to experience what’s happening,” he says.

Salzberg says Asia-Pacific, particularly

China, is on target to report high growth again in 2012.

One of Deloitte’s success stories this year has been 14% growth of its Australian firm.

“One of the highlights for us is Australia – led by consulting growth of 28%. Deloitte Australia is one of the most innovative firms in the network,” he says.

Although growth in India is strong, doing business there is proving a challenge for global firms.

“Overall, you have an accounting profession in India which is very restrictive,” Barnes says. “The law doesn’t allow more than 20 partners in a firm, no one partner can audit more than six companies and it is a very family dominated profession. It’s not an easy place to do business.

“India is a country that has an enormously strong intellectual capital base. It is a massive global player and we have to have a strong presence there.

“Many clients are holding back on investing in India, because of all that red tape, but

that doesn’t make it a bad place to do business.”

Firms have a lot of hopes for Africa’s potential as Chinese companies increase investment into the continent.

Salzberg says Deloitte has seen 8.8% growth in Africa and is expected to put in significant investment. Deloitte is structuring its Africa firms into a pan-African practice, which will financially and structurally operate as a single entity.

And it’s not just the Big Four who are building their African presence. Barnes says Africa is becoming more accessible to mid-tier firms.

“If one goes back a few a decade, as far as we are concerned the Big Four have had Africa buttoned down,” Barnes says.

“The market is changing and we are all going up this mystical food chain; getting more publicly-listed entities to look after, which have requirements in Africa. That is coupled with the push from China as they are chasing resource companies in Africa.”

Many firm leaders are looking to grow in ▶ p1

## ■ MERGERS AND ACQUISITIONS

### Consolidation rife as networks and associations expand footprint

In 2011, there have been several firm movements as the Big Four branch out into the mid-tier market as well as several strategic acquisitions.

Following E&Y’s 2010 buyout of Grant Thornton International’s former Brazil member firm, Terco, KPMG Brazil followed suit and bought out BDO Auditores Independentes in March.

The firm was the fifth-largest in the country with annual turnover of BRL101.4m (\$62.5m).

The move provoked BDO to file a complaint with the Brazilian competition watchdog to try and halt the buyout.

In response to KPMG’s move, BDO admitted former Crowe Horwath International firm RCS Auditores Independentes as its member.

In Mexico, BDO took on Crowe Horwath’s former member Castillo Miranda y Compania after noting ‘irreconcilable differences’ with its previous member Hernandez Marron y Cia. The majority of staff and partners of Hernandez Marron y Cia decided to join PKF Mexico.

After the loss of its member, Crowe Horwath International admitted former Nexia International member firm Gossler as its Mexican representative in May.

In Denmark, PwC took over Grant Thornton International’s former member

firm in May.

At the time, Grant Thornton International chief executive Ed Nusbaum said these types of takeovers will reduce competition in the public company audit market and “may give rise to further concerns by regulatory authorities and the European Commission”.

Despite a strong call by the mid-tier to better regulate Big Four takeovers globally, it is still up to individual country competition authorities whether or not to step in.

#### IGAF Polaris

A major combination among associations in the past year saw IGAF, Polaris and Fidunion International combine to form the third largest association in this year’s report.

The association is branded IGAF Polaris and the merger was finalised in June 2011.

The past year also saw one of the largest independent CPA firms in China, ShineWing, join Praxity.

ShineWing has 2,300 staff in 14 offices across Mainland China and is believed to generate revenue of about CNY600m (\$95m), which would make it the seventh-largest firm.

In Africa, two indigenous South African firms, SizweNtsaluba VSP and Gobodo,

joined powers, creating SizweNtsaluba-Gobodo.

The Morison International firm is neck-and-neck with Grant Thornton South Africa as the nation’s fifth-largest firm.

The Big Four have been busy acquiring specialist consulting firms in the past fiscal year.

Andrew says KPMG is trying to spot small boutique consulting businesses with good intellectual property, which could be used throughout the network.

“We are not in the game of looking at large scale consulting acquisitions as you have seen from Deloitte and PwC, we just don’t think that is the right model for us,” he says.

Firm leaders are reluctant to reveal deals in the pipeline, however consolidation and expansion is expected to continue.

Barnes says, for Baker Tilly International, the US presents a fantastic growth opportunity.

“There have been a number of acquisitions in the US,” he says.

“That is mainly because if you look at the US top 100 firms, they are relatively small in the 50 to 100 level compared to the firms in the UK.

“I think those firms have realised they need to be larger and more national and we are to see more consolidation.” ■

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## Leading accounting networks and associations: staff data

Rank	Name	Total staff			Partners		Professional staff		Administrative staff		Offices		
		2011	2010	Growth (%)	2011	2010	2011	2010	2011	2010	2011	2010	
NETWORKS													
1	Deloitte*	181,566	169,587	7	9,673	9,538	138,790	129,220	33,103	30,829	-	-	
2	PwC*	168,710	161,718	4	8,697	8,625	129,720	122,967	30,293	30,126	771	766	
3	Ernst & Young*	151,841	140,964	8	8,671	8,603	112,200	103,393	30,970	28,968	718	684	
4	KPMG*	144,677	137,835	5	8,150	7,921	110,730	105,147	25,797	24,767	700	700	
5	BDO*	48,767	46,930	4	4,723	4,111	35,935	34,811	8,109	8,008	1,118	1,082	
6	RSM International*	32,674	32,551	0	3,132	3,113	23,522	23,490	6,020	5,948	698	714	
7	Grant Thornton International*	31,581	30,011	5	2,619	2,505	23,620	22,257	5,342	5,249	527	482	
8	Crowe Horwath International*	27,294	27,153	1	3,283	3,448	19,473	18,932	4,538	4,773	650	640	
9	Baker Tilly International*	24,481	24,760	-1	2,577	2,589	17,965	18,400	3,939	3,771	642	610	
10	PKF International*	21,432	21,474	0	2,234	2,198	16,351	15,292	2,847	3,984	440	440	
11	Moore Stephens International*	21,197	20,588	3	2,328	2,191	15,153	14,504	3,716	3,893	636	638	
12	Nexia International*	20,043	17,386	15	2,211	2,279	13,507	14,030	4,325	1,077	571	578	
13	Kreston International*	19,067	18,606	2	1,385	1,284	15,213	14,649	2,469	2,673	597	664	
14	HLB International*	16,455	15,934	3	1,860	1,879	11,726	11,223	2,869	2,832	477	493	
15	Mazars*	12,508	12,402	1	705	639	9,844	9,913	1,959	1,850	183	166	
16	UHY International*	6,801	6,312	8	732	680	4,785	4,546	1,284	1,086	248	235	
17	Russell Bedford International*	4,406	5,703	-23	520	535	3,294	4,455	592	713	222	227	
18	ECOVIS International*	3,874	3,272	18	581	445	2,860	2,314	433	513	225	220	
19	UC&CS America*	2,557	2,068	24	167	147	1,934	1,586	456	335	95	83	
20	Reanda International*	2,066	1,732	19	96	59	1,741	1,569	229	104	40	25	
21	SMS Latinoamerica*	1,767	1,726	2	158	145	1,478	1,457	131	124	71	69	
22	IECnet*	1,171	1,136	3	198	196	775	750	198	190	109	105	
Totals		944,935	899,847	5	64,700	63,130	710,616	674,904	169,619	161,813	9,738	9,621	
ASSOCIATIONS OF INDEPENDENT FIRMS													
1	Praxity*	30,216	25,785	17	2,513	2,361	22,459	18,800	5,244	4,624	553	454	
2	Leading Edge Alliance*	24,550	19,950	23	1,600	1,604	18,323	14,551	4,627	3,795	460	456	
3	IGAF Polaris*	19,195	u/a	u/a	2,193	u/a	13,440	u/a	3,562	u/a	815	u/a	
4	BKR International	11,158	11,331	-2	1,343	1,327	8,737	8,926	1,078	1,078	593	590	
5	AGN International*	10,513	10,621	-1	1,268	1,268	7,384	7,469	1,861	1,884	458	467	
6	Geneva Group International*	10,360	8,510	22	1,244	1,006	-	-	-	-	546	482	
7	DFK International*	10,040	9,355	7	1,179	1,210	6,386	6,262	2,475	1,883	380	369	
8	Morison International*	8,503	6,590	29	779	584	6,030	4,689	1,694	1,317	239	222	
9	CPA Associates International*	6,944	6,708	4	810	764	5,035	4,930	1,099	1,014	296	300	
10	MSI Global Alliance*	6,879	6,403	7	711	695	5,030	4,547	1,138	1,161	172	232	
11	IAPA*	6,559	9,729	-33	1,139	1,245	3,199	5,098	2,221	3,386	335	312	
12	MGI*	5,923	6,010	-1	767	766	2,950	3,113	2,206	2,131	294	324	
13	Alliott Group*	5,007	4,215	19	739	596	2,670	2,416	1,598	1,203	221	207	
14	KS International*	3,727	3,780	-1	405	407	2,445	2,494	877	879	165	146	
15	INPACT Group*(1)	3,590	4,365	-18	500	733	2,611	3,058	479	574	204	244	
16	UC&CS Global*	3,271	2,088	57	322	149	2,370	1,601	579	338	133	84	
17	Integra International*	3,086	2,887	7	395	387	2,149	1,996	542	504	177	172	
18	Euraudit International*	2,988	5,472	-45	401	505	2,207	4,158	380	809	239	282	
19	Enterprise Worldwide*	2,831	2,190	29	382	327	1,542	990	1,097	873	83	97	
20	GMN International*	2,798	2,426	15	309	254	1,863	1,788	626	384	122	109	
21	Parker Randall International*	1,758	1,608	9	227	200	1,373	1,263	158	145	102	100	
22	ACEE*	169	146	16	54	41	160	74	67	127	35	26	
Totals		180,065	150,169	7	19,280	16,429	118,363	98,223	33,608	28,109	6,622	5,675	

Notes: \*Disclaimer = Only data from the exclusive member firms within the network or association is included. Data relating to correspondent and non-exclusive member firms is not included. (1) Data refers to 2010 and 2009 staff.

Source: International Accounting Bulletin

# A regional breakdown

## ■ NORTH AMERICA

### Top 15 networks and associations

Rank	Name	Revenue (\$m)	Staff
<b>NETWORKS</b>			
1	Deloitte	13,100.0	61,755
2	PwC(e)	9,646.0	47,261
3	Ernst & Young(e)	7,955.0	28,299
4	KPMG(e)	5,965.0	26,285
5	RSM	2,452.0	14,919
6	BDO	2,309.8	14,764
7	Grant Thornton	1,651.0	9,173
8	Baker Tilly	1,542.5	7,344
9	PKF	1,374.6	9,635
10	Crowe Horwath	1,346.3	8,130
11	Moore Stephens	1,000.0	6,598
12	HLB	877.0	4,735
13	Nexia	862.1	5,301
14	Kreston	861.0	5,442
15	UHY	202.0	1,048
<b>ASSOCIATIONS</b>			
1	Praxity	1,915.3	8,927
2	LEA(e)	1,560.7	9,900
3	IGAF Polaris	875.7	5,078
4	AGN	634.0	4,435
5	DFK	555.7	2,864
6	GGI(e)	543.0	3,108
7	BKR(e)	394.0	3,235
8	CPA Associates	305.4	2,029
9	IAPA	278.7	1,759
10	Alliot Group	228.4	1,332
11	MSI Global Alliance	182.0	1,075(e)
12	MGI	148.9	1,022
13	INPACT	109.8	817
14	Morison	108.7	723
15	Integra	107.5	825

Note: (e) International Accounting Bulletin estimate

## ■ LATIN AMERICA

### Top 15 networks and associations

Rank	Name	Revenue (\$m)	Staff
<b>NETWORKS</b>			
1	Deloitte	1,300.0	17,202
2	PwC	1,128.9	15,858
3	KPMG(e)	1,076.0	15,100
4	Ernst & Young(e)	1,026.0	14,950
5	BDO	137.7	2,561
6	Grant Thornton	124.0	3,012
7	Crowe Horwath	70.9	2,335
8	Baker Tilly	61.7	1,542
9	SMS Latinoamerica	60.3	1,767
10	PKF	47.3	1,531
11	Kreston	46.3	1,371
12	RSM	45.2	1,182
13	Mazars(e)	42.0	931
14	Moore Stephens	37.2	1,043
15	HLB	35.0	1,362
<b>ASSOCIATIONS</b>			
1	IGAF Polaris	71.9	1,522
2	Praxity(e)	46.6	2,594
3	UC&CS Global	34.3	2,557
4	DFK	31.8	939
5	CPA Associates	29.4	1,038
6	MSI Global Alliance	24.5	542
7	GGI	19.0	u/a
8	Parker Randall	17.3	255
9	AGN	17.0	486
10	MGI	16.7	718
11	BKR	16.0	u/a
12	Morison	14.2	612
13	Alliot Group	13.6	319
14	GMN	12.9	522
15	KSI	9.7	222

Notes: (e) International Accounting Bulletin estimate.  
u/a = unavailable. Latin America includes Mexico.

## ■ EUROPE

### Top 15 networks and associations

Rank	Name	Revenue (\$m)	Staff
<b>NETWORKS</b>			
1	PwC	12,296.0	66,447
2	KPMG(e)	10,876.5	60,764
3	Deloitte(1)	9,500.0	55,305
4	Ernst & Young(e)	9,200.0	54,000
5	BDO	2,260.1	16,232
6	Grant Thornton	1,463.0	11,061
7	Nexia(e)	1,081.6	8,274
8	Baker Tilly	1,062.7	7,932
9	Mazars	997.3	6,830
10	Moore Stephens	966.2	7,964
11	RSM	917.9	7,789
12	PKF	768.0	5,446
13	Crowe Horwath	749.2	6,530
14	HLB	653.0	5,598
15	Kreston	582.9	6,504
<b>ASSOCIATIONS</b>			
1	Praxity	1,288.2	9,928
2	IGAF Polaris	917.1	8,519
3	GGI(e)	890.3	u/a
4	AGN	728.0	3,404
5	IAPA	616.9	3,110
6	BKR(e)	544.0	u/a
7	DFK	398.4	3,353
8	Morison	398.2	3,346
9	Euraudit	273.6	2,326
10	MSI Global Alliance	266.8	3,145
11	CPA Associates	240.8	2,494
12	Alliot Group	208.9	1,757
13	MGI	205.0	2,461
14	KS Intl.	140.1	1,162
15	Integra	103.3	1,010

Notes: (e) International Accounting Bulletin estimate.  
(1) Staff figures are an IAB estimate. u/a = unavailable

## ■ MIDDLE EAST &amp; AFRICA

## Top 15 networks and associations

Rank	Name	Revenue (\$m)	Staff
<b>NETWORKS</b>			
1	PwC	987.0	10,436
2	Deloitte(1)	900.0	10,150
3	Ernst & Young(e)	700.0	9,000
4	KPMG(e)	680.0	8,681
5	BDO	209.8	3,582
6	Grant Thornton	114.0	1,271
7	PKF	90.7	2,212
8	Mazars	83.9	2,087
9	Baker Tilly	61.8	1,273
10	RSM	52.9	1,271
11	Moore Stephens	52.8	1,322
12	Crowe Horwath	51.3	1,159
13	Kreston	33.1	841
14	Nexia	30.0	900
15	UHY	22.5	398
<b>ASSOCIATIONS</b>			
1	Praxity	114.9	2,495
2	Morison	73.6	1,304
3	IGAF Polaris	39.5	1,115
4	GGI(e)	36.3	u/a
5	AGN	26.0	1,033
6	Alliot Group	22.7	507
7	MGI	18.8	605
8	IAPA	16.0	438
9	MSI Global Alliance(1)	15.3	415
10	BKR(e)	15.0	400
11	GMN	11.7	419
12	DFK	10.4	432
13	Parker Randall	9.6	413
14	Euraudit	9.4	245
15	CPA Associates	8.8	264

Notes: (e) International Accounting Bulletin estimate  
(1) Staff figures are an IAB estimate. u/a = unavailable

## ■ ASIA-PACIFIC

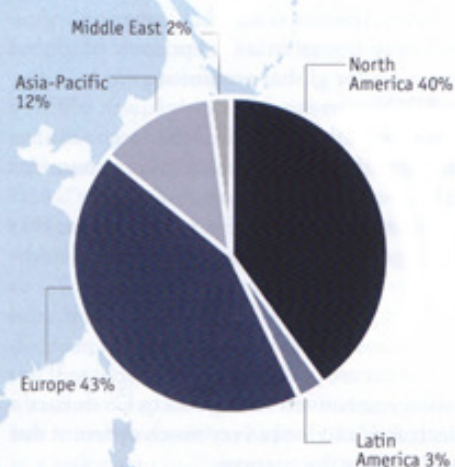
## Top 15 networks and associations

Rank	Name	Revenue (\$m)	Staff
<b>NETWORKS</b>			
1	PwC	5,104.0	40,702
2	Deloitte	4,200.0	37,155
3	KPMG(e)	4,000.0	35,000
4	Ernst & Young	3,824.0	33,695
5	BDO	754.9	11,628
6	Crowe Horwath	677.2	9,140
7	Baker Tilly	493.4	6,390
8	RSM	483.0	7,513
9	Grant Thornton	435.0	6,065
10	PKF	340.2	2,608
11	Moore Stephens	241.8	4,270
12	Kreston	233.9	4,909
13	Nexia	233.0	5,007
14	HLB	211.0	4,255
15	UHY	102.9	1,895
<b>ASSOCIATIONS</b>			
1	GGI	326.3	u/a
2	Praxity	322.7	6,272
3	IGAF Polaris	117.3	2,961
4	Morison	117.1	2,518
5	DFK	112.1	2,452
6	BKR	102.0	2,103
7	AGN	86.0	1,155
8	IAPA	84.2	881
9	Alliot Group	65.7	1,092
10	KS Intl.	56.8	1,000
11	CPA Associates	55.6	1,119
12	MSI Global Alliance(e)	53.3	980
13	Integra	47.8	787
14	INPACT	40.9	1,400
15	GMN	39.4	726

Notes: (e) International Accounting Bulletin estimate.  
u/a = unavailable

## ■ WORLD

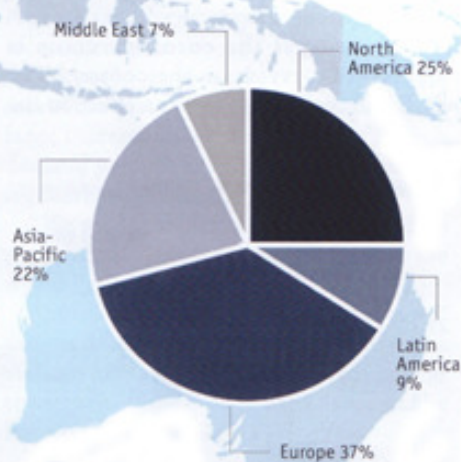
## Revenue split by region



Source: International Accounting Bulletin

## ■ WORLD

## Staff split by region



Source: International Accounting Bulletin

p10 ▶ the Middle East despite uncertainty caused by the Arab Spring.

"I believe that the Middle East will be a tremendous area of opportunity for Grant Thornton and all the accounting firms," Nusbaum says.

"The risk of course is that at least in some of these countries, the turmoil will continue and then there will be a dangerous political situation. Of course it's harder to make investments when there's political instability and particularly when there's fear for loss of life. So, there are some risks but we see that as potential."

Latin America is another booming region but only brings in a few percent of global revenues for global accounting firms.

BDO's van Roekel says growth varies a lot, especially in some of the larger economies "and in some of the smaller economies it has become a bit more challenging".

Hofmann says PKF's performance was very good in Mexico due to a new addition.

"The problem in Latin America is in local currencies," he says.

"Firms are performing extremely well but when you convert the figures to US dollars it decreases and looks very much different due to currency fluctuations."

In Europe, growth is more or less flat but firm leaders are more concerned about looming EC audit regulation and the eurozone crisis.

"On the back of the information provided by our members we expect some growth for the coming years but it is not expected to be high," van Roekel says.

"Especially, if the eurozone crisis is expected to carry on in the coming year, which will continue to have an effect on the

economies in Europe and as a result on the business of our member firms."

### Regulation: A profession divided

The Big Four business model is under attack as authorities from both sides of the Atlantic consider proposals that could change the way audit firms are structured and the nature of their work.

In November 2011, EC Internal Markets Commissioner Michel Barnier announced a raft of proposals that must now find a passage through EU parliament before being enshrined in law.

They include further restrictions on non-audit services, mandatory firm rotation every six years, mandatory re-tendering, audit-only restrictions on firms that have a high market share and harmonisation of audit oversight across the EU.

In the US, there is talk about mandatory rotation and independence. US audit authorities are also negotiating with their Chinese counterparts to allow the Public Company Accounting Oversight Body (PCAOB) to inspect Chinese firms that audit US-listed companies.

India is in the process of relaxing its dated partnership capping rules to allow firms to increase in size and depth, while Indian authorities are looking at regulation to try to prevent another Satyam-style fraud.

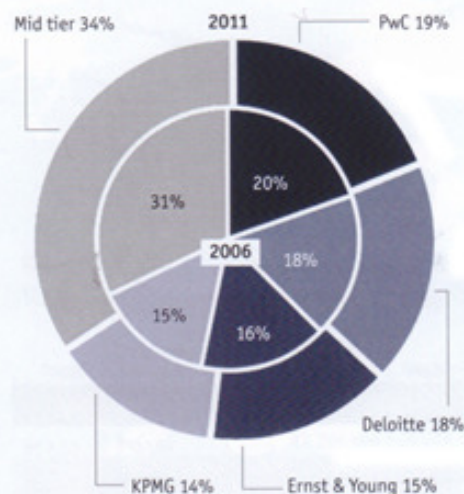
The most controversial proposals are being debated in Europe and could have a huge impacts on the way firms are structured and operate globally.

Andrew says the firm is disappointed by the consultation process that led to the EC proposals.

"Where we have issues is proposals that are described as 'audit quality proposals',

### WORLD

#### Market share, 2011 vs 2006



Source: International Accounting Bulletin

but in fact they are really addressing market concentration issues," he says. "Frankly, the one that disturbs [me] most is the audit-only firm proposal. That is nonsensical in terms of the requirements of doing modern scale audit for global clients these days."

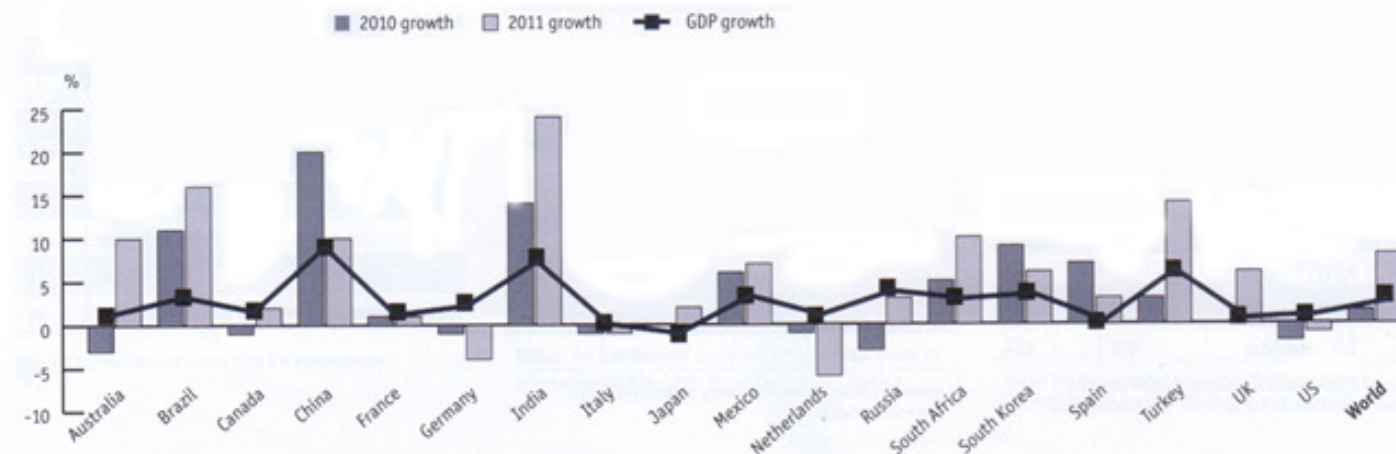
Under the proposal, if a firm has more than 40% of market share of publicly listed companies in any EU country, it can only operate as an audit firm.

"You are not allowed to have a tax or advisory business attached to your business, which would mean we would have two choices: either reduce the audit share below 40% or decide to spin off our advisory and tax businesses. We are pretty clear the latter is not acceptable to us and we'll remain a multidisciplinary firm," he says.

"The question is do you want the EU tell-

### WORLD

#### Average growth of firms by country



Notes: Growth rates are taken from International Accounting Bulletin country surveys in 2011.

ing you how many audits you can do in a particular country. It just seems absurd to us that someone from financial regulation can do so. This is not the competition authorities asking for this, it's the financial regulator."

Another proposal Andrew dislikes is the option to extend an audit engagement from six years to nine years if the company has more than one auditor.

"If your joint audits are reliable, why would we share our risk with a firm that is small and don't have the capability to do these things?" he says.

A draft EC proposal document, leaked to the media in October, proposed mandatory joint audits but this was removed when the final proposals were unveiled in late November after intense lobbying.

Arford is one of many mid-tier leaders who was disappointed by mandatory joint audit being dropped from the agenda.

"We are hopeful that it can be reinstated in future discussions," Arford says. "We believe joint audit remains the most appropriate way to increase the participation of middle market audit networks and firms in the audit of large public interest entities."

Baker Tilly International chief executive Geoff Barnes believes mandatory joint audits would have been "a great way to address the imbalance and [provide] wider choice".

"I know the comments are that maybe the middle market firms don't have the resource to step up to this and I think there is something in that," he says.

"I think for us to suggest that Baker Tilly International can take on the joint audit of HSBC Group tomorrow is foolish thinking. But what it does do is [provide] the potential [for mid-tier firms] to [grow and do joint audits] going forward."

In the US, the PCAOB is dealing with two regulatory issues: an audit firm rotation proposal, which has not been well received, and enabling joint inspections with the Chinese regulator.

Andrew says that while the Chinese and US authorities are at loggerheads, firms that audit Chinese companies listed in the US are in a precarious position.

"It is difficult, because we are caught in the middle," he explains.

"We are between two different policy positions, between two governments. And, in one sense the US asks us to produce audit work papers, while China is telling us we can't."

Deloitte China has been struggling with the requests of both the US and Chinese authorities over its audit work of former client Longtop Financial Technologies.

The PCAOB is actively pursuing agreements with regulators in several countries

that would enable the watchdog's personnel to inspect the audit work of foreign auditors. Coupled with the PCAOB's consultation on audit firm rotation, this could discourage foreign companies from listing on US stock exchanges.

"Such activity [joint inspections] may prove to be a further disincentive to listing in the US," Arford says.

In 2012, the profession hopes the Securities and Exchange Commission will finally make a long awaited decision on whether to adopt IFRS in the US. The signs are that the US regulator will eventually allow it.

Andrew says if the US is actively engaged in international standard-setting it would be good for the profession.

"Whereas, I think if they stay out. They will become increasingly isolated and less influential in the development of international standards," he says.

Nusbaum was recently asked if US adoption of IFRS is going down a similar path to US plans to introduce the metric system, which was controversially ditched because decision makers sat on it for too long.

"If you go back 20 years, we all talked about moving forward to the metric system, but it never seemed to happen. I think there is a risk that could happen with IFRS," he warns.

## RECRUITMENT

### Job prospects predicted to brighten in 2012

Accounting networks have increased their workforces by an average of 5% despite slow job markets in the US and Europe. The Big Four grew headcount by 4% to 8% while mid-tier groups mostly grew between 1% to 5% increases.

Larger growth rates in *International Accounting Bulletin's* staff table reflects growth by firm additions, mergers and acquisitions. For example, the recent combination of US firms LarsonAllen and Clifton Gunderson helped boost Nexia International's global headcount by 15%.

Most recruitment activity focused on professionals while administration or back-office staff remained fairly stagnant. This indicates firms are still conscious of maintaining a low cost base but are willing to invest in qualified talent where required.

A recent *International Accounting Bulletin* recruitment survey indicated that more than half of respondents (58%) expect to hire more full-time accountants in 2012 than 2011.

Forty-seven percent of employers surveyed – mainly at accountancy firms – said

they expected to increase recruitment by up to 10%, while 11% expect larger increases.

More than two thirds of new hires will be graduates and newly qualified accountants, followed by mid-level accountants (27%) and senior management (5%), the survey of 173 firms found.

By job type, most recruitment (60%) is aimed at audit and assurance services, followed by core accounting (18%), such as bookkeeping and transaction processing, and taxation (17%).

Recruitment activity is expected to be heavier in developing regions of Asia, Latin America and Africa.

"The main change for 2012 will be increased recruiting of accounting graduates for audit and tax work," says Crowe Horwath International chief executive Frank Arford.

"I have heard that there is a serious shortage of audit and tax professionals at the critical three- to five-year experience level, because lower recruiting caused by the global recession left a gap in this key experience range."

KPMG International chairman Michael Andrew says the network has ramped up its recruitment plan.

"We are looking to take on 75,000 graduates in the next three years and that's a fairly large increase in intake, but there's much demand we foresee in the new and emerging markets," he says.

"We would rather over-invest in and be prepared to move some people around the world."

Andrew also believes that "Barnier type" proposals are forcing the network to pause and carefully consider its future recruitment strategy in the EU "until the issue of the business model is resolved".

PwC International chairman Dennis Nally says competition for talent has never been as fierce in both developed and developing markets.

"The ability to compete in this global market place is going to be dependant upon our ability to really attract the very best talent to deliver services. I don't think it is a unique issue to the profession or to PwC," Nally says.

"I don't think it's definitely going that way, but I think the risk is much greater today than it ever was before. What they're talking about now is the concept of incorporating IFRS into US GAAP."

### Legal minefield

As predicted in last year's report, audit firms have been in the firing line of lawyers in the past year.

In the UK, the accounting disciplinary body handed PwC UK a record fine of £1.4m (\$2.17m) over its handling of JP Morgan securities audit. The firm is also facing an inquiry into the handling of Barclays Capital audit from 2001 to 2009.

In Ireland, a formal complaint was filed to the Irish accounting watchdog against E&Y Ireland in relation to its role as auditor of Anglo-Irish bank.

The fallout from India's largest corporate scandal, Satyam, is still unravelling. PwC and Satyam are launching civil suits against each other over liability of the fraud.

The Institute of Chartered Accountants of India has begun taking action against PwC India audit managers imposing lifetime bans and \$9,706 fines.

In Japan, KPMG and E&Y are being investigated by Japanese authorities over their potential role in the Olympus fraud but an Olympus backed investigation has cleared the auditors of blame.

Although litigation will continue across the world it is the US where the majority of large suits are filed against auditors.

KPMG was confronted with a \$350m suit for gender discrimination in June and almost all of the US Big Four could be facing an overtime pay suit as a law firm alleges they have not been paying trainees overtime, which could lead to a class action.

Among the mid-tier, BDO US was instructed to pay \$91m in damages over allegedly concealing information during an audit of bankrupt real estate company Grand Court in February.

"Where there is an international element, I think claims against auditors are more likely to be pursued in those jurisdictions where auditors are less well protected than, say, in the UK," says Jane Howard, a partner at law firm Reynolds Porter Chamberlain.

"Where there is a choice of forum, the US may be preferred by claimants. Over the last 10 years, many of the claims we have seen involving international networks have tended to be brought in the US.

"That said, class actions can arise in many different jurisdictions where auditors operate. Many of the larger firms [and networks] have grown rapidly in India and China for example and it remains to be seen how that will play out in terms of the growth of a US-style litigation culture."

Howard believes that over time, associations will opt to become networks in a similar fashion to Kreston International's recent move to become a network.

"Within the 'associations', it is often the US firms that don't want to adopt the 'network' structure as they feel that will increase

their risk, but that doesn't necessarily follow. Those risks can be managed [if not eradicated]," she says. "I think we will see a continuation of the trend that has accelerated over the last five years of organisations that were once associations stepping up to the plate and becoming networks – putting in place proper systems, controls and quality checks and seeking to reap the commercial rewards of a common brand."

"Global networks are much more aware of the risks these days, because of the flood of litigation that we have seen over the last 10 years. But, the ultimate outcome of the majority of the cases has been favourable to the auditors and accountants."

"That said, I think the networks need to remain vigilant and make sure they monitor how member firms around the globe are representing themselves and their relationship to the 'umbrella' and other members."

Consistent growth has been restored to the global accountancy market, led by Asia-Pacific and Latin America.

Demand across core service lines should remain strong in 2012 and firm leaders are optimistic that transactions services should start to return. The threat of a double-dip recession and the sovereign debt crisis could create a new set of headaches in the current fiscal. Firm leaders say regulatory changes and the economy are two of the major concerns as the role of the auditor and business models are under heavy scrutiny.

Firms will be profitable but a period of uncertainty looms. ■

### ■ WORLD

#### Top 10 networks by tax revenue

Rank	Name	Revenue (\$m)	Growth
1	PwC	7,625	7.2%
2	Ernst & Young	6,011	4.9%
3	Deloitte	5,600	2.0%
4	KPMG	4,696	15.6%
5	RSM International	1,131	-0.8%
6	BDO	1,078	7.3%
7	Grant Thornton International	833	2.1%
8	Baker Tilly International	851	-3.3%
9	PKF International	734	57.8%
10	Crowe Horwath International	725	2.7%

Notes: The growth rate has been worked out by comparing International Accounting Bulletin service line data from 2010 and 2011, which are the figures reported to this magazine. This table does not include associations of independent firms. Source: International Accounting Bulletin

### ■ WORLD

#### Top networks by consulting/advisory revenue

Rank	Name	Revenue (\$m)	Growth
1	Deloitte	10,900	14.4%
2	PwC	7,458	22.4%
3	KPMG	7,540	13.4%
4	Ernst & Young	6,308	16.0%
5	BDO	1,134	7.3%
6	Grant Thornton International	1,060	-9.3%
7	RSM International	909	0.4%
8	Baker Tilly International	708	22.4%
9	Crowe Horwath International	721	26.3%
10	PKF International	602	-35.3%

Notes: The growth rate has been worked out by comparing International Accounting Bulletin service line data from 2010 and 2011, which are the figures reported to this magazine. This table does not include associations of independent firms. Source: International Accounting Bulletin

### ■ WORLD

#### Top 10 networks by audit revenue

Rank	Name	Revenue (\$m)	Growth
1	PwC	14,140	5.6%
2	Deloitte	12,300	5.5%
3	Ernst & Young	10,561	4.4%
4	KPMG	10,480	5.5%
5	BDO	3,460	7.3%
6	Grant Thornton International	1,894	12%
7	RSM International	1,910	0.5%
8	Baker Tilly International	1,660	-2.2%
9	Crowe Horwath International	1,448	-0.2%
10	PKF International	1,284	21%

Notes: The growth rate has been worked out by comparing International Accounting Bulletin service line data from 2010 and 2011, which are the figures reported to this magazine. This table does not include associations of independent firms. Source: International Accounting Bulletin

## ■ WORLD

## Leading accounting networks and associations: who's who

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Source: International Accounting Bulletin

## WORLD

## Firm movements

NETWORK/ASSOCIATION	FIRM ADDITIONS, MERGERS & ACQUISITIONS
AGN International	<b>Added:</b> Chiampou, Travis Besaw & Kershner (US); Silver, Lerner Schwartz & Fertel (US); Caramanti Ticozzi & Partners (Italy); Kanzlei Höfer & Goller (Italy); WIRA (Germany); Gutierrez Guadamuz & Co (Nicaragua); Confiance Auditores (Brazil); Chin Chien (Taiwan). <b>Lost:</b> Pender Newkirk (US); Hochfelder Weber (US); Wong Brothers (Hong Kong); Pohjois Suomen (Finland); Kane & Company (US); Cowan Buldoc Doherty (US); Fagundes y Asociados (Venezuela); ETAE (Brazil); Bluestone Accountants & Belastingadviseurs (Netherlands); DiG Advocats (Spain); Barcelona Auditors (Spain)
Baker Tilly International	<b>Added:</b> Baker Tilly CI Audit (Guernsey); Noles Montebiano & Asociados (Peru); Baker Tilly Bishkek (Kyrgyzstan); Baker Tilly Tajikistan (Tajikistan). <b>Lost:</b> Baker Tilly Libya (Libya); Consultax/Interaudit International (Slovakia); Perez-Mejia, Navas (El Salvador)
BDO	<b>Merged:</b> Canada: The following firms merged with BDO Canada: Tadmam Hornstein (Winnipeg); Michael Banks (Burlington); Robinson & Company (Guelph); Demers Hutson (Chatham); Bill McCulloch and Associates (Edmonton); Nadler and Company (Markham); Newton & Company (Ottawa); Cloutier Brisebois (Ottawa); Daye & Co (Edmonton). France: FIDEA merged with BDO France (Nantes, Cholet, Le Mans, Les Herbiers, Challans, Saint-Gilles-Croix-de-Vie, Les Sables d'Olonne, La Roche-sur-Yon, Pouzauges, Fontenay-le-Comte, Bressuire). Germany: AWT Horwath GmbH merged with BDO (Munich). Hong Kong: Grant Thornton Hong Kong merged with BDO Limited Hong Kong. South Africa: Grant Thornton Pretoria merged with BDO South Africa (Pretoria). Spain: Engloba Auditores (Seville) and Rausell & Partners (Zaragoza) merged with BDO Auditores. Switzerland: Pennone & Partners merged with BDO (Geneva). <b>Added:</b> Albania: BDO Albania (Tirana); Algeria: BDO Algérie, formerly ORFICO (Algiers); Azerbaijan: BDO Azerbaijan (Baku); Belarus: BDO Belarus, formerly KPMG Belarus (Minsk); Brazil: BDO RCS Auditores Independentes, formerly Crowe Horwath RCS (Belo Horizonte, Curitiba, Porto Alegre, Recife, São José dos Campos, São Paulo); Greece: Delta Certified Public Accountants SA (Athens, Thessaloniki); Iceland: BDO (Reykjavik); Japan: BDO Toyo & Co (Nagoya, Osaka, Tokyo); Kosovo: BDO Kosova (Pristina); Lebanon: Semaan, Gholam & Co (Beirut); Mexico: BDO Castillo Miranda, formerly Castillo Miranda y Compania (Aguascalientes, Guadalajara, Mexico City, Monterrey); Tajikistan: BDO, formerly Asian Business Group (Dushanbe). <b>Lost:</b> Brazil: BDO Auditores Independentes (Belo Horizonte, Brasília, Goiânia, Londrina, Porto Alegre, Ribeirão Preto, Rio de Janeiro, Salvador, São José dos Campos, São Paulo); Mexico: BDO Hernandez, Marron y Cia (Cancun, Ciudad Juárez, Guadalajara, Mazatlán, Mérida, Mexicali, Mexico City, Monterrey, Puebla, Tijuana, Toluca, Veracruz); Cyprus: BDO Business Services-OneWorld (Nicosia); Greece: BDO Certified & Registered Auditors (Athens, Patras, Thessaloniki)
BKR	<b>Merged:</b> GIBO Groep (BKR member) and Flynt (Arnhem, The Netherlands). <b>Added:</b> firms in Santiago, Chile; Bunbury, Australia; Douala, Cameroon; Budapest, Hungary; Port Louis, Mauritius. <b>Lost:</b> firms in Mazeikiiai, Lithuania; Lima, Peru; Bangalore, India
CPA Associates International	<b>Admitted:</b> members in Jersey, Channel Islands; Cairo, Egypt; Munich, Germany; Guatemala City, Guatemala; Johannesburg, South Africa; Izmir, Turkey; and Orlando, Florida, US. <b>Lost:</b> member in New Delhi, India
Crowe Horwath International	<b>Added:</b> Cogefis & Associés and Dupouy & Associés have joined Crowe Horwath Partenaires (France); Crowe Horwath Troy member will be joined by Istanbul-based firms HSY Audit and Kavram, as well as Izmir-based firm Olgu (Turkey); TPA Horwath (Serbia). <b>Lost:</b> RCS Auditores Independentes; Castillo Miranda y Compania
Deloitte	<b>Merged or acquired:</b> IM Global (UK), Horne (Canada), Cyan (South Africa), Traverse Technologies (US), Atom Consulting (Japan), SAHA International (Australia), Agreeon (Australia), Domani (US), Clear Carbon (US), Curach Consulting (Ireland), Managerial Design (Canada), MarketPoint (US), Altos Management (US), ProcessPartners AS (Norway), Macquarie Partners (Australia), Jackson Brown (Australia), Horrocks McNab (New Zealand), Openside (US), Access Economics (Australia), Samarbeidende Revisorer (Norway), Oco (US), Aqua Media (Australia). Seven South-East Asian firms joined together to form 1 firm, thereby adding 1 firm (named Deloitte Southeast Asia) and decreasing the number of MFs by 7 to 47. <b>Lost:</b> Guam, Indonesia, Malaysia, Philippines, Singapore, Thailand and Vietnam
DFK International	<b>Merged:</b> Stümpges Brune Dr Heidemann & Partner (Düsseldorf, Germany); De la Paz, Costemalle (Mexico); Stratego AB with Wallstens Revisionsbyrå (Gothenburg, Sweden); Abdo, Eick & Meyers, Friedman (US). <b>Added:</b> Benjamin King Money (Australia); Adviser (Brazil); CBA Experts Comptables Associes (France); Cross Domain Solutions (India); Abante Auditores (Spain); Stratego AB (Sweden); JP Magson (Uganda); Duncan Sheard Glass, Landin Wilcock and Co Chartered Accountants (UK); International Institute of Audit, Audit Group Glavbu-Audit (Ukraine); Abdo, Eick & Meyers, Ramirez Jimenez International, Shea Labagh Dobberstein (US). <b>Lost:</b> TrinaVis (Germany); Center Audit (Kazakhstan); Sotinwa (Nigeria)
ECOVIS International	<b>Acquired:</b> Liekens & Co Accountants en Belastingadviseurs (The Netherlands, Rotterdam). <b>Added:</b> ECOVIS Argentina Ramognino de Albaladejo & Asociados (Argentina), ECOVIS Accounting Service (Belarus), ECOVIS Legal (Belarus), ECOVIS UBLI (Croatia), ECOVIS XAT Tax Corporation (Japan), ECOVIS Primeko Audit (Macedonia), ECOVIS Milczarek & Partners Law Firm (Poland), ECOVIS Audit Advance (Russia), ECOVIS Trustnet Alliance (Singapore), ECOVIS KDH Partners (Tunisia). <b>Lost:</b> ECOVIS Finland Oy (Finland), ECOVIS Haydon Chartered Accountants (Ireland)
Ernst & Young	<b>Added:</b> TSA Consulting (US); RSM Richter Toronto audit/tax/transaction advisory practices and Calgary restructuring practice (Canada); Tax risk practice from True Partners Consulting (US); Alfia & Alfia (Israel); OME Group Consultants (Canada); Quindiem (South Africa); Partake Consulting (Belgium); Cataphora Legal (US); insurance/tax/life teams from LECG (US); professional services arm of Hacktics Ltd (Israel); corporate governance team and database from PROXY Governance (US). Established a presence in 3 new markets: Bosnia and Herzegovina, Papua New Guinea and the British Virgin Islands
Euraudit International	<b>Added:</b> Mendoza Luque y Asociados (Lima, Peru); Treuhand Union (Munich, Germany); Audit Services (Tashkent, Uzbekistan); Tax Account (Sofia, Bulgaria); Cabinet Dieng et Associés Sàrl (Dakar, Senegal); Roberts Nathan Corporate & Private (Dublin and Cork, Ireland); Nejstgaard & Vetlov (Alleroed and Hvidovre, Denmark). <b>Lost:</b> Cabinet Fall Mouhamedoune (Nouakchott, Mauritania); Ruben Papa-RP Consultores (Buenos Aires, Argentina); Ferral de la Fuente (Mexico City, Mexico); Euraudit BX (Sofia, Bulgaria); Klako Group (Shanghai, Beijing, Schenzen, Hong Kong)
GGI Geneva Group International	<b>Added:</b> Haines Watts Limited (Abingdon, UK); Legis Audit, Consulting Group Legis (Kiev, Ukraine); Dinova & Rusev (Bulgaria); Granit CPA, Audit and Consulting (Istanbul, Turkey); StroekenRossieu (Eindhoven, Netherlands); ACCO Accountants (Wilrijk, Belgium); Alea Management (The Hague, Netherlands); CJSC OPERA (St Petersburg, Russia); WRT Revision und Treuhand (Sundern, Germany); AT Partners (Bratislava, Slovakia); Zarate García Paz y Asociados (Mexico); MS Contadores (Cordoba, Argentina); Guerrero y Santana (Tijuana, Mexico); G&B Corporación (Managua, Nicaragua); Sustainable Hub (management consulting, Brazil); Global Tax Audit Legal Services Ltda. (Barranquilla, Colombia); Frank & Company, Kutchins, Robbins & Diamond, Cavitch Familo & Durkin, Richardson Kontogouris Emerson, Ciuni & Panichi, Kohner, Mann, Kailas, Tonneson & Co, Certified Public Accountants and Consultants (US); Davis Miles, Nagano Morita, Drucker & Scaccetti, Stancil & Company, Smart Devine and Company, DRDA, Rowbotham & Company, Hughes Watters Askanase (US); Lehoux Boivin Iannitello (Canada); Lawler Partners, Lawler Hacketts, Lawler Draper Dillon (Australia); PHP AUDIT (Armenia); Nolands (South Africa); Wong Brothers & Co (Hong Kong); Dinkum & Co (Taipei, Taiwan); Associated Accountants & Consultants (Saudi Arabia); Heyns and Partners (South Africa); Plum Field Advisory (Japan); NBSM & Associates (Nepal); Haren Sanghvi & Associates (India); Alfa Audit (Azerbaijan). <b>Lost:</b> Bondarchuk & Partners (Ukraine); Transacta OOD (Bulgaria)

NETWORK/ASSOCIATION	FIRM ADDITIONS, MERGERS & ACQUISITIONS
GMN International	<b>Gained:</b> 3 firms in Australia, 1 firm in India, the US, Bolivia, Guatemala, Costa Rica, Sweden, 2 firms in South Africa. <b>Lost:</b> 2 firms in US, 2 firms in Poland, 1 firm in Tanzania, 2 firms in the US and 1 firm in Jersey
Grant Thornton International	<b>Acquired:</b> William Buck Legal (Perth, Australia); PKF Hill (Toronto, Canada); Alger (Calgary, Canada); MacGillivray (Hamilton, Canada); Derrah CA (North Bay, Canada); Orlando Marambio (Concepcion, Chile); Fiduciaire ADG/ADG International, MEYARA, ADG & Associates, CARIB Audit (Paris, France); PVA (Reims, France); First Light Administration Services (Cape Town, South Africa); BDO Kristianstad (Kristianstad, Sweden); Ulf Sundin Revisionsbyrå (Linköping, Sweden); Mekodent Foretagskonsult AB (Stockholm, Sweden); LECG Business Consulting UK (London, UK); LECG Corporation's Smart Business Advisory and Consulting Practice (Atlanta, Chicago, New York, Philadelphia and Portland, US). <b>Merged:</b> Unitreu (Vienna, Austria); Lo & Lo CPA (Hong Kong); TaxPat (Netherlands); Campbell Brown and AC&T (Durban, South Africa); BDO CT, BDO PE (Cape Town, South Africa). <b>Gained:</b> AFC Grant Thornton (Algiers, Algeria); Grant Thornton (Baku, Azerbaijan); Grant Thornton (Phnom Penh, Cambodia); Grant Thornton Advisory Sro (Prague, Czech Republic); Kresten Foged (Copenhagen); Grant Thornton Ecuador (Quito); Grant Thornton El Salvador (San Salvador); Grant Thornton Jingdu Tianhua (Hong Kong); Grant Thornton Indonesia (Jakarta); Grant Thornton Iraq (Baghdad); Grant Thornton Kazakhstan (Almaty); Grant Thornton Peru (Lima); Grant Thornton Romania (Bucharest); Grant Thornton Tajikistan (Dushanbe); Grant Thornton Uzbekistan (Tashkent); Grant Thornton Zimbabwe (Harare). <b>Lost:</b> Grant Thornton Denmark (Copenhagen); Grant Thornton Hong Kong; Grant Thornton Hendrawinata – Indonesia (Jakarta); Grant Thornton Ukraine (Kiev)
HLB International	<b>Merged:</b> Eisnerlubin with WithumSmith+Brown (US); HLB Fast & ABS Auditores acquires Jiménez y Asociados (Colombia). <b>Gained:</b> HLB Azerbaijan (Azerbaijan); Zhejiang Dewei (China); Studio CD Tax and Law (Italy); Auditing firm Almaz and IAC Centeraudit-Kazakhstan (Kazakhstan); Sia Auditorfirma Inspekcija (Latvia); SC Contextpert Consulting (Romania); Evolution (UK); AASC Limited (Vietnam); Ali Mohammed Al-Haj & Co (Yemen). <b>Lost:</b> HLB Smeaton (New Zealand); HLB Zespół Doradców Podatkowych Jacek Czernecki (Poland)
IAPA	<b>Added:</b> 4 firms in Americas, 4 firms in Australasia, 7 firms in Europe. <b>Lost:</b> 5 firms in Americas, 2 firms in Australasia, 4 firms in Europe. <b>Merged then lost:</b> FW Stephens with Reeves+Neylan (UK); Gross Hendler & Frank with MGI (South Africa)
IECnet	<b>Added:</b> offices in Egypt, Cameroon, Slovenia, Nigeria, Poland, Italy, Mauritius, Mexico, Germany, Belgium, Kazakhstan. <b>Lost:</b> offices in Egypt, Jersey, China
INPACT Group	<b>Acquired:</b> CAN Consultants (Turkey); Aaltonen & Co (Finland); BCD Consulting (Dominican Republic); Batsay-Nakotey & Associates (Ghana); Resursgruppen Ekonomi & Revision (Sweden); Oswald (Czech Republic)
Integra International	<b>Added:</b> Centeno Figueroa & Co (San Juan, Puerto Rico); C2M Chartered Accountants (Capetown, South Africa); Expansion de Negocios (Guatemala City, Guatemala); Estudio Navarro & Asociados (Asuncion, Uruguay); SIA Latimira un Partneri (Riga, Latvia); Chto delat Audit (St Petersburg, Russia); Po Lao Marquez Benedictos, (Manila, Philippines). <b>Lost:</b> International Center for Consultancy (Baghdad, Iraq)
KPMG	<b>Acquired:</b> Optimum Solutions (US); Xantus (UK); Sumera Management Consulting, 4L2 (Canada); BDO Auditores Independientes; EquaTerra (covers Americas, Europe and Asia-Pacific)
Kreston International	<b>Acquired:</b> Hendrawinata Eddy & Siddharta (Indonesia); Kreston IDM (Mexico); CBIZ MHM (US); Bishop Fleming (UK). <b>Added:</b> Oppenhoff & Radler (Munich, Germany); Van Driel Fruijtier Ressler (Dordrecht, Netherlands); Bentleys, national network (Australia); Caspian Business Consultants (Baku, Azerbaijan); Zahur & Mostafiz (Dhaka, Bangladesh); China: Huapu Tianjin CPAs (Beijing and 4 branches), China Huapu Tianjin CPAs (Beijing and 4 branches), Tianjin Guangxin CPAs (Tianjin); Yong Sheng CPAs (Kunming); Hendrawinata & Rekan (Jakarta, Indonesia); Professional Auditing Service (Bangkok, Thailand); DOK Audit (Tashkent, Uzbekistan); Wong Robinson (Vancouver, Canada); GBH CPAs (Houston, US). <b>Lost:</b> Acceptor Professional Directors HK Limited (Hong Kong) was acquired by Vistra Holdings; Evans Martin (Ontario, Canada) was acquired by MNP (Praxity). <b>Memberships terminated:</b> in Ecuador, Nicaragua and Peru
KS International	<b>Lost:</b> Peru, Sweden, Jersey (Channel Islands), Toronto (Canada). <b>Added:</b> Jersey & Guernsey (Channel Islands), Perth (Australia), Chile, Vancouver (Canada)
Leading Edge Alliance (LEA)	<b>Added:</b> Marks Nelson Vohland Campbell Radetic (Kansas City, US); Kemper CPA Group (Greenfield, US); Khalid Majid Rehman, Chartered Accountants (Islamabad, Pakistan); Honor Audit And Advisory Co (Bangkok, Thailand); Ashraf Bassas CPA (Jeddah, Saudi Arabia); UNEXIA (Casablanca, Morocco); Certified Master Auditors Incorporated (Midrand, South Africa); PT. GT Indonesia (Jakarta, Indonesia); DNN Corp, Audit & Consulting (Panama); Lo Hock Ling & Co (Singapore). <b>Lost:</b> Thompson Dunavant (Memphis, US)
Mazars	<b>Integration</b> of five countries in December 2010: Kenya, Tajikistan, Peru, Nigeria, Sweden
MGI	<b>Admitted:</b> firms in Georgia, Kazakhstan, UK, US, Thailand, Denmark, Italy, Bangladesh and Uruguay. <b>Lost:</b> member firms in Denmark, Finland, Korea, Netherlands, El Salvador, Puerto Rico and the US
Moore Stephens International	<b>Merged:</b> RöverBrönnert, with SUST (Berlin and Hamburg, Germany). <b>Added:</b> Belize (Belize City); Ecuador (Quito, Quayaquil); Egypt (Cairo, Alexandria); Italy (Milan); Kazakhstan (Almaty); Pakistan (Islamabad); Philippines (Makati City); Slovakia (Bratislava); South Africa (Pietermaritzburg); Sweden (Linköping, Stockholm); UK (Enfield). <b>Lost:</b> Ecuador (Quito, Guayaquil); Egypt (Cairo); Kuwait (Kuwait City); Luxembourg; Norway (Trondheim); Philippines (Manila)
Morison International	<b>Merged:</b> South Africa: SizweNtsaluba merged with Gobodo & GMT to form SizweNtsalubaGobodo; Canada: Stark & Marsh acquired financial services firm, Swift Current; France: Aplitec acquired FIGESTOR (Paris). <b>Added:</b> India (Mumbai, Bangalore, Pune); Denmark (Helsingør); Belgium (Hasselt, Antwerp, Genk and Herentals); South Korea (Seoul, Changwon, Daegu, Daejeon, Mokpo, Gangnam); Venezuela (Caracas); Mexico (Mexico City, Cancun, Celaya, Chihuahua, Guadalajara, Tijuana); Japan (Tokyo, Nagoya); Romania (Bucharest, Cluj-Napoca, Timisoara); Morocco (Rabat); Cameroon (Douala); US (New York, Long Island, Grand Cayman, Westchester); UK: (Newcastle, Northumberland, Stockton-on-Tees, Birmingham). <b>Lost:</b> Italy (Rome); Romania (Bucharest)
MSI Global Alliance	<b>Added:</b> FTC Consultants Limited (Tanzania); M Y Wu & Co CPAs (Taiwan); TY Teoh CH International (Malaysia); Neil Myerson (UK); Greloch Jaworski Stanis Adwokaci (Poland); Consultant House (Jordan); Antas da Cunha Ferreira & Associados (Portugal); Expertise Law (Ecuador); Taxpoint (Poland); Isdaner & Company (US); ProConsult Advocates & Legal Consultants (Dubai); CAP Accountants (South Africa); Squire (US); MSI Finansist (Russia); Hugh James Wales (UK); Brooks McGinnis & Company (US); Taylor Porter Brooks & Phillips (US); Law Office of Miguel Leff (US); Greenstein Rogoff Olsen and Co (US); Weksler Bregman & Co Advocates (Israel); Brand Reason (Brazil). <b>Lost:</b> MSI Tilley, George Mathew, Noland, Jack Nelson Jones Fink Jiles & Gregory, Guevara Phippard & James, Khokhi At Qwedat, Lehman Lee & Xu, Emirates Advocates, Vietvalues, Bertorelli Gandi Won & Behti, Consultoria Jurídica Int. Bufete Bogran, Hara & Associates, DMK, Middleton Burns & Davis, VKM, Kenna & Associates, Zarian Midgley, Bakashvili & Co, Meer & Hasan, Ulaanbaatar Audit Corporation, Demetrios A Demetriades, Rebollo Abogados-Consulta, Sanchez Cordero & Asociados, Stuart Craig

## NETWORK/ASSOCIATION FIRM ADDITIONS, MERGERS &amp; ACQUISITIONS

PKF International	<b>Merged:</b> Mexico: existing PKF Firm merged with BDO practice. <b>Gained:</b> RWS Riedel Appel Hornig (Heidelberg, Germany); PKF Attest, Bilbao, Seville & other locations in Spain; PKF Zimbabwe, Harare; PKF (Belgrade, Serbia); PKF Pacific Hawaii, (Honolulu, Hawaii); RJ Pile (Indianapolis, Indiana); Holtzman Partners (Austin, Texas); Holbrook & Manter (Columbus, Ohio). <b>Lost:</b> PKF Swaziland; Kresten Foged (Denmark); PKF Hill (Toronto, Canada); McDaniel & Associates (Alabama, US)
Praxity	<b>Lost:</b> Menzies, Hazelwoods, Hawsons, Lovewell Blake (UK); Bentleys Canberra (Australia); Rosepertiza Russia. <b>Added:</b> Shine Wing (China); LeitnerLeitner (Austria); Rouse Partners (UK); Axe Conseils (France); MR Associati (Italy); Chaudhri & Co (Pakistan); Capital Audit Azerbaijan (Guatemala)
PwC	<b>Merged:</b> PwC Denmark merged with Grant Thornton Denmark. <b>Acquired:</b> PRTM, Folio Technologies and ISH (US); 8 offices in Krasnodar (Russia); PRTM (US); office in Jiangsu (China); Avantis (Australia); Asure and S&V Management (Belgium); JRS Partners, Infotech and Robichaud Conseil (Canada); Ayel (Morocco); Progena and audit & compliance (Luxembourg); Trueconomy and Proxyon (Netherlands); Revisorsenteret and Accountonit (Norway). <b>Lost:</b> insolvency division in Gloucester purchased by Mazars (UK)
Reanda International	<b>Merged:</b> Yeo & Associates, (Malaysia), Reanda China's Shanxi, Yunnan and Ganxu branches (China). <b>Added:</b> Reanda Vietvalues (Vietnam), Reanda Business Intellect (Australia); correspondent firm HTT Audit (Cyprus)
RSM International	<b>Added:</b> Provisional: RSM Guru Group (Botswana); RSM BX (Bulgaria); KC Public Accounting (El Salvador); Correspondent: Premier Consulting Co (Cambodia); Gonzalez Uribe (Costa Rica); CCM Audit & Conseil (Ivory Coast); De Levante y Asociados (Panama). <b>Lost:</b> Correspondent: SM Soriano, Martinez & Asociados (Dominican Republic)
Russell Bedford International	<b>Merged:</b> PMB Helin Donovan with McEvoy & Co (Texas, US). <b>Acquired:</b> RBSM (New York) acquired the audit and accounting practice of Jewett Schwartz Wolfe & Associates (Hollywood, Florida). <b>Added:</b> DZO (Warsaw, Katowice and Poznan, Poland); SMP Group (Isle of Man); Watermark Group (Johannesburg, South Africa); Autonome de Révision (Luxembourg); Primorska Audit Company (Varna, Bulgaria); Asepyme BCN /GNL Auditores (Barcelona, Spain). Other correspondent firms added
SMS Latinoamerica	<b>Acquired:</b> Hirashima & Asociados (Brasil, Sao Paulo); Consultoria Nacional Contable (Colombia, Bogotá); Despacho Luis Carlos Umaña Asociados y Consultores (Costa Rica, San José). <b>Lost:</b> Marambio & Asociados (Venezuela, Caracas)
UC&CS America	<b>Added:</b> Rodriguez Zachera (Buenos Aires, Argentina); Tax Solution Value, Hernández Tapia Contadores, Orfa Berrum y Asociados, Ikeda Vega y Asociados, Psmb Consulting, Peña Soria y Cia, Professional Businesses Partnership, Desarrollo Profesional de Sonora, Msst Consulting (Mexico); Servicont (Asunción, Paraguay); PTV (Santo Domingo, Dominican Republic). <b>Lost:</b> Spc Contadores y Abogados, Zarate Garcia Paz y Asociados, Espinoza López y Asociados (Mexico); Asesores jurídicos y financieros (Guatemala); Cocar Romano y Cia (El Salvador); Despacho Castillo Davila y Cia (Costa Rica); Paredes Santos y Cia (Ecuador); Campione & Olivera (Uruguay); Bido Reyes y Asociados (Dominican Republic); Cpan (Paraguay); Cpc Accounting Services, Martinez & Espinoza (US)
UC&CS Global	<b>Added:</b> Cpasnet.com (30 firms across the US); PorterHetu (42 firms across Canada); Trade elements (Shanghai, China)
UHY International	<b>Added:</b> UHY AZAUDIT (Baku, Azerbaijan); ZhongHua CPAs (Jyväskylä, Helsinki, Mikkeli and Oulu, China); Kullen Müller Zinser Treuhand (Stuttgart, Germany); UHY Dawgen Chartered Accountants (Kingston, Mandeville, Montego Bay and Ocho Rios, Jamaica); UHY Tokyo & Co (Tokyo, Kyoto and Okutama, Japan); UHY TAC (Penang, Malaysia); UHY Mustapha (Malacca, Malaysia); Revisorgruppen Namdal (Namdal, Norway); Paredes y Asociados, Carlos Lingán y Asociados (Lima, Peru); WKH Chartered Accountants (Letchworth, Royston and Cambridge, UK); UHY Machiste Durán & Asociados (Caracas, Venezuela). <b>Lost:</b> UHY AlBassam CPAs & Consultants (Manama, Bahrain); UHY LDMB Advisors (Langley, South Surrey and Vancouver, Canada); Maceda Farnacio & Co (Manila, Philippines); UHY Atomic-Audit (Obninsk, Russia); UHY AlBassam CPAs & Consultants (Riyadh, al-Khobar and Jeddah, Saudi Arabia); Consultor Office (Zaragoza, Spain)

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