

# Dbriefs

Program Guide  
April-June 2010

Stay sharp  
Webcast series  
for executives



**Deloitte.**

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# About Dbriefs

Cutting through the complexities of all the latest issues and strategies is a challenge. Stay sharp with Dbriefs – live webcasts that give you valuable insights on important developments affecting your business.

Dbriefs features topical series that are:

- Informative, with a variety of timely, relevant business topics aimed at an executive-level audience.
- Interactive, with immediate and measurable feedback through polls and surveys, including real-time benchmarking with your peers.
- Convenient, one to two hour live webcasts in the comfort of your own office.
- Flexible, offering archived webcasts available anytime, from anywhere, for 180 days after the live presentation.
- Educational, with Continuing Professional Education (CPE) credit available toward career development for most live webcasts.

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Once you are a Dbriefs subscriber, you can sign up for individual webcasts via weekly registration e-mails for your chosen series. After you register for your first webcast, you will have access to our Express Registration, which allows you to save time by registering and logging in to future webcasts using only your e-mail address.

**Gain practical knowledge from leading Deloitte practitioners.**



# Financial Executives

## Transactions & Business Events

Host: David Williams

### Procurement Fraud: A Multi-Faceted Challenge

> April 14, 2:00 PM EDT

Presenters: Pasquale Nigro, William Pollard, and Nick Robinson (Hong Kong)

Instances of fraud and corruption in the procurement cycle can be difficult to detect, prove, or prosecute. What are some options organizations may have? We'll discuss:

- Types of procurement fraud, including false invoicing, bribery, kickbacks, inventory theft, and substandard goods.
- The three sides of the fraud triangle – heightened pressure, opportunity, rationalization – and the effects of the economy.
- Steps your organization can take to mitigate the risk of fraud and corruption, from tone at the top to anti-fraud programs, including whistle-blower hotlines and protections.

Learn about some of the procurement fraud warning signs and what mechanisms organizations can put in place to mitigate the risk of fraud.

### AML and FCPA: The Intersection of Money Laundering and International Corruption

> May 12, 2:00 PM EDT

Presenters: Chris Georgiou and Michael Zeldin

Compliance budgets are stretched and the financial crisis has led companies to shift their risk focus. Why should companies pay closer attention to anti-bribery laws now? We'll discuss:

- The intersection of the Foreign Corrupt Practices Act and Anti-Money Laundering laws – how direct and indirect involvement in corruption can implicate your company and personnel.
- Overlapping provisions of FCPA and AML that can trigger DOJ and SEC investigations.
- Leveraging existing compliance programs to help detect, identify, and prevent potentially corrupt activities and relationships.

Hear real-world examples of expanded anti-corruption enforcement and learn leading practices for strengthening FCPA and AML compliance programs.

### Corporate Development Effectiveness: Establishing a Competitive Advantage through M&A

> June 29, 2:00 PM EDT

Presenters: Tom Hodson and Chris Ruggeri

As the pace of change continues to accelerate, having an effective corporate development capability has become a key competitive advantage. What determines effective corporate development, especially M&A-related activities, and what are some of the key trends to consider. We'll discuss:

- The importance of corporate development as a contributor of corporate growth, and how to assess its effectiveness.
- Some of the hallmarks of an effective corporate development function and how they are changing.
- M&A preparedness in a recovering economy.

Learn how effective corporate development can help separate your organization from the competition.

## Financial Reporting

Host: Bob Uhl

### EITF Roundup: Highlights of the June Meeting

> June 22, 2:00 – 3:30 PM EDT

Presenter: Rich Paul

The FASB's Emerging Issues Task Force (EITF) meets in June to review emerging issues. We'll discuss the results of this meeting, which we expect will include:

- Issues not resolved at the March 2010 meeting.
- Additional issues added to the EITF agenda.

Stay in touch with new accounting guidance and potential future guidance resulting from the deliberations of the EITF.

### Quarterly Accounting Roundup: An Update of Important Developments

> June 30, 2:00 – 3:30 PM EDT

Presenter: Robin Kramer

Do you know what issues the standard-setters and regulators have been addressing lately? We've been monitoring their projects and will discuss:

- Quarterly update of accounting developments.
- Recent positions of the FASB and SEC staffs.
- Other hot topics.

Join us to hear about the latest developments.

# Financial Executives

## Driving Enterprise Value

Host: Rich Rorem

### Finance Business Partnering: Save the First Dance for IT?

> April 21, 3:00 PM EDT

Presenters: Steven Ehrenhalt, John Gimpert, and Rich Penkoski

Corporate and business unit executives expect finance and IT departments to support operating strategies and critical decisions. In what ways can finance and IT synchronize efforts to meet this growing need? We'll discuss:

- Aligning financial insight with key decision areas and understanding finance's role in supplying information.
- Expanding finance's role in driving value from IT's investment in ERP and niche systems and their underlying data.
- Reorganizing finance and related systems to better support new operating models – shared service centers and centers of excellence.

Gain new insights on ways finance and IT can work in lockstep to facilitate finance transformation and improve support for the enterprise.

### Financial Guidance During M&A Transactions: Will Your Investors See the Value?

> June 16, 3:00 PM EDT

Presenters: Rene Hoffman, Heith Rothman, and Trevear Thomas

CFOs need to carefully manage the type of financial guidance they provide to investors and analysts during an M&A transaction. What can we learn from effective practices from recent major M&A deals? We'll discuss:

- Key considerations for CFOs, including whether guidance should be provided at all and possible risks associated with it.
- The timing of guidance – when and how often should guidance be offered?
- Effective guidance methods, including qualitative or quantitative – if quantitative, should you provide it on a GAAP or non-GAAP basis?

Hear the findings of Deloitte's analysis of 56 major M&A deals and learn about ways to apply them to your next M&A transaction.

## Think ahead



An analysis of 56 M&A deals provides insights for achieving successful M&A transactions.

To access this report, visit: [www.deloitte.com/us/guidinginvestors](http://www.deloitte.com/us/guidinginvestors)

# Financial Executives

## Corporate Governance

Host: Ray Lewis

### Corporate Governance in 2010: An International Perspective

> April 7, 2:00 PM EDT

Presenters: Martyn Jones (London), Dan Konigsburg, and Stephen Davis, Director & Lecturer at Millstein Center for Corporate Governance and Performance, Yale University School of Management

As the global economy continues to evolve, an understanding of international principles used to promote good corporate governance can provide financial executives with a fresh perspective. What are some effective practices foreign companies employ? We'll discuss:

- The international corporate governance landscape – structure differences between the U.S. and other major markets such as the UK, Australia, and Japan.
- How international governance regimes have evolved over time.
- Recent global trends in corporate governance and a look ahead to the future.

Gain insights into significant changes in governance practices at companies around the world and how your business can benefit from them.

### Corporate Culture: The Foundation Starts at the Top

> May 5, 2:00 PM EDT

Presenters: Tim Lupfer and Eric Pillmore, CEO, Pillmore Consulting LLC

Corporate boards have the opportunity to lead their organizations through difficult times. What's needed for your board to project optimism in a variety of business scenarios? We'll discuss:

- Corporate culture elements, including tone at the top, and the processes, policies, and procedures that can help define, establish, and monitor cultures.
- Ways board leadership can effectively communicate with all levels in the organization.
- Effective practices and tools for boards and management to consider in establishing the foundational ethical environments needed for sustainable long-term value creation.

Learn ways boards can influence the organization's culture based on how they address challenges and capitalize on opportunities.

### Compensation Update: Redefining the Norm

> June 2, 2:00 PM EDT

Presenters: Elizabeth Drigotas, Mike Kesner, and Ron Mueller, Partner, Gibson, Dunn and Crutcher

With the public spotlight continuing to shine on the issue of compensation, what are key areas financial executives and governing bodies may need to be mindful of in 2010 and beyond? We'll discuss:

- Addressing expectation changes of regulators, shareholders, and society when designing executive and employee compensation plans.
- Performing a compensation risk review and identifying inherent risks in compensation programs.
- Effective practices in which boards and management can consider when establishing compensation programs that contemplate risk and promote long-term value creation.

Hear about emerging trends and company reactions from the recent proxy season to the required compensation disclosures.



# Financial Executives

## Risk Intelligence

Host: Donna Epps

### Surviving and Thriving in Uncertainty: Ten Skills for Risk Intelligent Decision Making

> April 29, 2:00 PM EDT

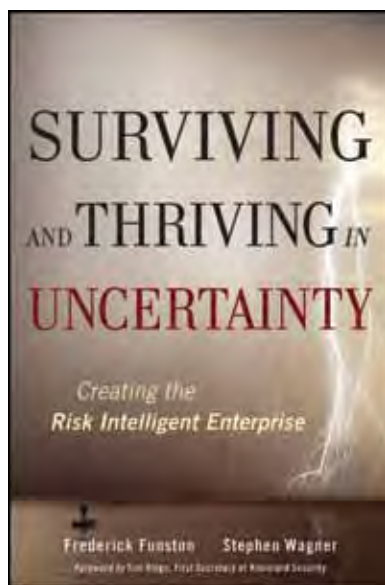
Presenters: Rick Funston and Steve Wagner, Senior Advisor, Center for Corporate Governance

The latest boom and bust cycle emphasized the crucial role of boards and executives in overseeing and managing organizational risk, yet there's often not an understanding of the level and types of risk being taken on. How can executives better assess their exposure? We'll discuss:

- Identifying and addressing relevant risks to enable informed decisions that create and protect value.
- Key challenges presented by conventional risk management techniques.
- Ten essential skills for directors, executives, and managers to help identify and manage vital risks.

Learn how a risk-informed approach to decision making can prepare your company to defend against and take advantage of uncertainty.

## New perspective



Learn how to exercise better judgment and make better decisions under the most risky, uncertain, and turbulent conditions.

To access this report, visit:

[www.deloitte.com/us/survivingandthriving](http://www.deloitte.com/us/survivingandthriving)

### Benefits of Effective Scenario Planning: Are You Ready for Anything?

> May 27, 2:00 PM EDT

Presenters: Mark Carey, Matt Hourin, and Julian Sevillano, Senior Business Leader, Global Enterprise Risk Management, VISA

As the turbulent business environment continues, can your planning process identify and address scenarios that could impact your organization's ability to preserve value and stabilize your bottom line? We'll discuss:

- Approaches and tools for developing possible scenarios that can help anticipate and respond to fluctuations in the economy, financial markets, and governmental policies.
- Ways to incorporate scenario planning into your existing planning processes using event tree risk analysis.
- A case example of one company's experiences in implementing scenario planning techniques.

Learn how to build organizational resilience by integrating scenario planning into your risk management processes.

### Reducing Risk in the Financial Close: Effective Governance in the Last Mile

> June 24, 2:00 PM EDT

Presenters: Eric Capron, John Gimpert, and Beth Kaplan

Recent calls for increased transparency have heightened both the necessity for and the risk around providing timely and accurate financial statements. Are you confident your finance function's most visible responsibility is sufficiently addressing risk? We'll discuss:

- Key areas of risk that emerge during the final stages of the financial close.
- Tools used to manage the gap from ERP systems to final financial reports.
- Holistic considerations in the post-SOX era that support effective financial governance and risk management.

Learn how leading companies are generating transformational change in one of the riskiest areas of the reporting cycle.

# HR Executives

## HR Executives

Host: Burt Rea

### HR, Rewards, and Talent Management: Where Are You on the Recovery Curve?

> April 15, 2:00 PM EDT

Presenters: Joe Kelly, Jeff Schwartz, and Beth Thiebault

During the downturn, many companies simply managed headcount to control costs. This is an unsustainable approach as the economy recovers. So what HR and talent strategies are companies using to support workforce planning into the upturn? We'll discuss:

- Talent-specific initiatives, including leadership development and succession planning.
- Compensation and rewards programs – achieving an appropriate balance between flexibility and pay for performance.
- Human resource programs and delivery – key processes, people, and systems needed to support retention and growth initiatives.

Learn the results of the latest Deloitte talent related research and explore strategies that can help tie talent management and rewards to broader business growth strategies.

### M&A and the People Agenda: What Leaders Should Consider

> May 18, 2:00 PM EDT

Presenters: Kevin Knowles and Kevin Lynch

As companies fill their M&A pipelines in 2010, agile leaders, focused operational vision, and aggressive organization structuring will be key to value creation and top-tier performance. What levers can leaders pull during the M&A life cycle? We'll discuss:

- Developing and sustaining effective leaders throughout the M&A process.
- Defining an operating hypothesis to anchor and accelerate integration planning.
- Helping employees know their roles, where they fit, who they connect with, and how to be effective before and after day one.
- Structuring an effective organizational structure, cost structure, and workforce.

Learn about people-related integration challenges and keys to success on day one and beyond.

### The Intersection of Risk and Talent: What Boards and Executives Must Do

> June 8, 2:00 PM EDT

Presenters: Tim Lupfer and Henry Ristuccia

Increasingly, boards of directors and senior management are being held accountable for risk management. What talent management actions can help instill risk intelligence across your enterprise? We'll discuss:

- Relating risk to the talent package – knowledge, skills, abilities, motivation, and character.
- Aligning risk with talent through compensation and other rewards.
- The art and science of managing risk, including analytical rigor, practical imagination, and necessary cross-functional conversations.
- Challenges of managing risk and talent in a global enterprise – dissemination of values and achieving reasonable consistency.

Learn ways that boards can use talent management in their efforts to proactively promote risk intelligence throughout their organizations.

## Compensation & Benefits

Host: Ron Sonenthal

### The 2009 Form 5500: Responsibilities and Risks Reach Far Beyond Reporting

> April 7, 2:00 PM EDT

Presenters: Ron Arculeo, Holly Crumpler, and Cheryl Ouellette

More information is required and readily available due to the Form 5500 e-filing mandate, but there are even broader implications as well. What should HR, tax, finance, legal and internal audit professionals know?

We'll discuss:

- An overview of the changes – service provider fee transparency provisions, e-filing requirements, and expanded rules for 403(b) plans.
  - New responsibilities for plan sponsors – you can delegate the preparation, but the impact extends throughout and beyond your organization.
  - What assistance plan sponsors should expect from plan service providers.
- Beyond the mechanical changes to preparation and filing, explore new responsibilities and risks plan sponsors face with Form 5500 compliance.

### Executive Compensation: Should You Change Your Game Plan?

> May 5, 2:00 PM EDT

Presenters: Elizabeth Drigotas and Mike Kesner

With recent government focus on financial services executive pay, what should companies in other industries be considering? We'll discuss:

- Hot topics, including stock retention, severance, excise tax gross-ups, pay for performance, SERPs, personal use of corporate aircraft, and golden coffins.
- How companies are responding, including evaluating incentive plan risks, modifying severance arrangements, and structuring claw-back provisions.
- Legislative, regulatory, and IRS examination trends, including say on pay, carried interest, section 162(m) proposals, and bonus deductions.

Understand why companies across industries need to stay focused on executive compensation and explore possible refinements you should consider for your company's plans.

### Credits and Incentives for Talent Retention, Development and Expansion: Could They Jump-Start Your Company's Growth?

> June 2, 2:00 PM EDT

Presenters: Andy Liakopoulos and Michael Locascio

Investments in talent should be part of any company's growth strategy going into a new economic cycle. What is the tax department's role in making these talent investments most effective? We'll discuss:

- Current talent retention, development, and expansion trends in the marketplace.
- State tax credit and grant programs for employee training – which ones provide strong return on your investment?
- Incentives for workforce retention and expansion, including cash grants, property tax abatements, and direct tax credits.

Hear about recent Deloitte talent research and learn leading practices to help tax engage with HR and other areas of the organization connected to employee expansion and development.

# Industries

## Health Care Providers

### **HITECH Incentives: Successfully Navigating New Meaningful Use Standards from The Centers for Medicare and Medicaid Services**

> April 20, 2:00 PM EDT

Host: Steve Burrill

Presenters: Brian Doty and Mark Ford

Despite lack of final definition, health care providers need to adopt the CMC's new meaningful use standards to meet aggressive timelines established by the 2009 Health Information Technology for Economic and Clinical Health (HITECH) Act. What steps should your organization take? We'll discuss:

- Implications and challenges of an escalator-type approach to meaningful use standards.
- Risk mitigation strategies for privacy and security compliance.
- How all health care stakeholders are affected by meaningful use and the 2009 HITECH Act.

Learn how your organization can stay one step ahead and capitalize on government incentives.

## Health Care Plans, Providers & Life Sciences

### **Friend or Foe? Trends and Issues in Preparedness for ICD-10 Conversion**

Host: Steve Burrill

> May 11, 2:00 PM EDT

Presenters: Christine Armstrong, David Biel, and Vickie Monteith

Health care providers and payors are preparing for the federally mandated conversion to the International Classification of Diseases 10th Revision. What steps are organizations taking, and what key risks could be involved? We'll discuss:

- Stakeholders' preparedness for ICD-10 – where should organizations be relative to the compliance timeline?
- Mining the value of the new nomenclature, including using the advanced data set to create more effective medical and care management programs and reduce health care costs.
- Collaboration opportunities – a cross-enterprise solution-testing approach and applying the new data set to enhanced patient outcomes.

Learn how health care organizations are addressing ICD-10 conversion and what you can do to prepare.

## Life Sciences

### **Acquisitions Versus Product Development: An Emerging Trend in Life Sciences**

> June 15, 2:00 PM EDT

Host: Steve Burrill

Presenters: Mark Edwards and Phil Pfrang

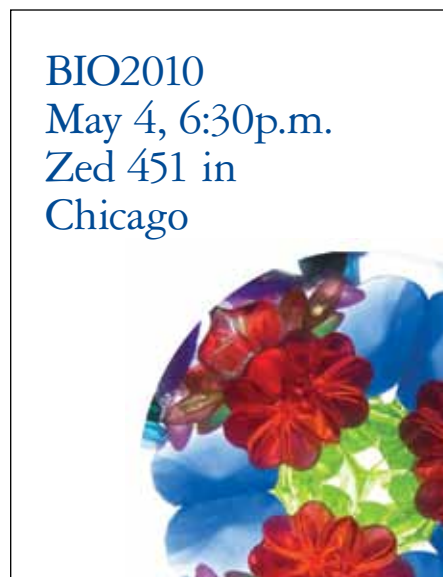
Complex dynamics are causing health pharmaceutical companies to pursue later-stage deals for faster revenue streams and profits, while cash-strapped companies seek deals rather than going broke.

How can you capitalize? We'll discuss:

- Marketplace dynamics driving the industry to later-stage deals, including the patent cliff, competition from generics, and capital markets.
- Global business issues arising during later-stage deals, including regulatory scrutiny, purchase price allocation rules, tax issues, and post-integration priorities.
- Mitigating risk by understanding deal dynamics, discerning opportunities versus candidates, dating before the dance, and embracing uncertainty.

Learn ways to overcome complex financial, valuation, operational, and tax issues to achieve continued revenue growth.

## Discover more



Join Deloitte for a festive night at BIO2010.

For more information, visit:

[www.deloitte.com/us/bio2010/rsvp](http://www.deloitte.com/us/bio2010/rsvp)

# Industries

## Federal & State Government

Host: Greg Pellegrino

### Enhanced Government Transparency: Making Public Data Public

> April 27, 2:00 PM EDT

Presenters: Paul MacMillan (Toronto) and David Williams

Today's data-driven and Web-enabled society has changed the way governments engage citizens and realize mission performance. Openness can help drive greater transparency, public participation, and collaboration, but can increased transparency and accountability promote efficiency and effectiveness in government? We'll discuss:

- Ways government transparency impacts citizens and businesses, including data accessibility.
- The challenges that openness poses to government and ways they can be overcome.
- Examples of ways government programs are promoting transparency while preventing fraud.

Learn ways to harness and leverage the open government phenomenon to meet business objectives.

### Getting On Top of Runaway State Health Care Costs: What Options Exist?

> May 25, 2:00 PM EDT

Presenters: Jeff Bradfield and Dan Krevis

Regardless of how health care reform plays out on Capitol Hill, state-led Medicaid programs will continue to grapple with how to control spiraling costs and increased enrollment while providing quality care. Can value-based pricing (VBP) help governments get ahead of health care costs before it is too late? We'll discuss:

- Long-term cost and quality benefits of linking payments to value of care provided.
- Ways to implement a value-based pricing model.
- Examples of how government-led health organizations are implementing VBP models today.

Learn ways to get out in front of health care costs by improving efficiency and increasing the quality of beneficiary care.

### Today's State Fiscal Challenges: Opportunities for Tomorrow's Leaders?

> June 22, 2:00 PM EDT

Presenter: Bob Campbell

The November 2010 elections in 36 states and two territories come at a time of high citizen anxiety about the economy, including tax hikes, and program cuts aimed at addressing huge state budget deficits. In what ways can tomorrow's state leaders capitalize on the opportunity for bold innovation and problem-solving? We'll discuss:

- The issues that we believe matter most to states, including cost reduction, Medicaid reform, and infrastructure renewal.
- Flexible tools government can use to address ballooning budget gaps.
- Examples of techniques for using technology to cut program costs.

Learn fresh ideas for implementing reforms that can help deliver lasting improvements.



# Industries

## Automotive

### Electric Cars: Implications for the Automotive Industry and Beyond

> May 13, 1:00 PM EDT

Host: Craig Giffi

Presenters: Robert Hill, Yuki Kuboshima (Tokyo), and Rebecca Ranich

Despite the recent economic slump and decline in consumer confidence, there are signs of an emerging recovery in the automotive industry driven in part by the electrification of vehicles. How are electric cars spurring innovation in the industry and creating excitement with consumers?

We'll discuss:

- Factors that will influence mass adoption of electric vehicles and potential barriers.
- The potential dramatic impact of electric cars on the energy industry and why automotive executives should care.
- New technologies that should dominate the market.

Learn how the trend toward electric cars is shaping the automotive industry and the implications for the future.

## Manufacturing

### Defining a New Energy Strategy: An Imperative for Manufacturing

> June 10, 1:00 PM EDT

Host: Tim Hanley

Presenters: Branko Terzic and Keith McCoy, Vice President, Energy & Resources Policy, National Association of Manufacturers

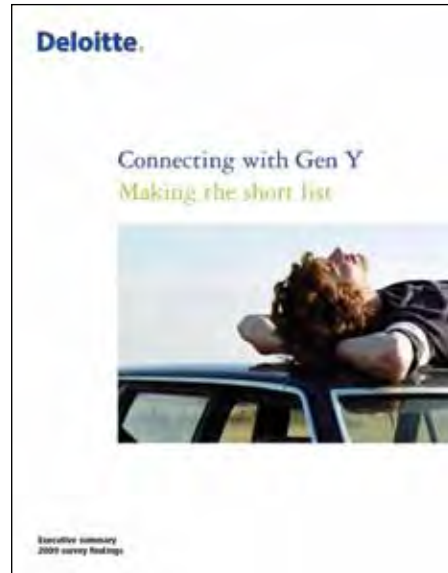
Until recently, the urgency to address energy issues has not been a major focus for most manufacturers. But with growing uncertainty in the global energy industry, what is an appropriate energy strategy for manufacturers?

We'll discuss:

- How recent energy demand and cost trends are compelling manufacturers to rethink their energy consumption strategies.
- Options available to manufacturers for energy usage and purchase.
- Impacts of climate change legislation on energy policies and prices.
- How implementation of smart grid and demand-side management technologies are likely to influence manufacturers in the future.

Learn the importance of energy and its implications for the future of manufacturing.

## Be prepared



Looks at results from our annual survey gauging Gen Y's attitudes and perceptions of vehicles and the automotive industry.

To access this report, visit:

[www.deloitte.com/us/genyconnection](http://www.deloitte.com/us/genyconnection)

# Industries

## Consumer Products

### Rethinking the Numbers Game – Value Takes Center Stage in Planning, Budgeting, and Forecasting

> April 22, 11:00 AM EDT

Host: Adam Weissenberg

Presenters: Bob Fabiszak, Adrian Tay, and Scott Wallace

An effective planning, budgeting, and forecasting (PBF) process can drive real shareholder value by focusing on stewardship, management, and creation. How can consumer products companies capitalize on this approach? We'll discuss:

- Streamlining PBF through management alignment and better target setting.
- Continually measuring and improving PBF through scorecards, feedback loops, and key performance indicators.
- Aligning PBF with business goals and strategies to promote allocation of capital and operating resources for greater return on investment.

Learn ways that a refocused PBF process can sustain and protect the current value of the enterprise, enhance performance relative to the plan, and fund initiatives in alignment with business strategy.

### Supply Chain Evolution: Preparing the Next Generation of Talent

> May 20, 11:00 AM EDT

Host: Aaron Eisenberg

Presenters: Christina Brodzik and Rafael Calderon

Supply chain executives have identified core skills needed to create a stronger, more efficient supply chain organization. What are these skills and how can consumer products companies attract and retain them? We'll discuss:

- Current challenges to integrating and optimizing the supply chain, and associated talent implications.
- Expanded skill sets required by supply chain executives and the emerging skills shortage in today's environment.
- Tools for developing an integrated approach to attracting, developing, and retaining critical supply chain talent.

Learn unique elements of supply chain talent management through findings from a recent Deloitte survey of supply chain professionals and students exploring their experiences, expectations, and career outlook.

## Tourism, Hospitality & Leisure

### Hospitality 2015: An Industry Outlook

> June 24, 11:00 AM EDT

Host: Adam Weissenberg

Presenters: Guy Langford, Jeff Ortwein, and John Zamora

Before the economic downturn, hotels proliferated, hospitality companies jockeyed for marketshare, and airlines knitted the industry together. Now, after months of sharply curtailed consumer and business spending, what trends will shape the future of hospitality and offer new opportunities for tourism, hospitality, and leisure companies? We'll discuss:

- Trends in the economy, market cycles, gaming, and cruise lines that are shaping the travel industry.
- A future in hospitality revolving around high-quality, highly personalized customer service.
- Our outlook for the next five years leading up to 2015.

Explore ways the future of hospitality is changing, and how your company can prepare to respond.

## Gain insight



Reviews the retail industry's top 250 companies, plus insights and strategic analysis.

To access this report, visit: [www.deloitte.com/retail](http://www.deloitte.com/retail)

# Industries

## Banking & Securities

### Growing for Tomorrow: Considerations When Acquiring Banks through Open or Closed Transactions

> April 13, 2:00 PM EDT

Host: Guy Langford

Presenters: Matt Hutton, Dennis Kiefer, and Terry Meyers

Banking industry consolidation is continuing with new investors entering the marketplace. What deal trends are developing and what key issues should you address to maximize value when bidding for and integrating a failed institution? We'll discuss:

- Preparing for and executing the deal, including review of financial and regulatory information and potential deal killers.
- Deal structure and valuation trends.
- Understanding loss sharing, including what's carved out and conditions of typical loss-sharing agreements.
- Addressing day two issues, including key steps acquirers will likely need to move on quickly post close.

Learn about key trends, leading practices, and practical suggestions for handling M&A challenges in this complex environment.

### Risk Management and Information: Rising to the Challenge

> May 18, 2:00 PM EDT

Host: Don Ogilvie

Presenters: Larry Albin and Andrew Freeman

Financial institutions are still challenged to produce meaningful information about their true risk exposures. With regulators adding pressure to improve risk-related information systems, what changes should you consider?

We'll discuss:

- Considerations when developing IT infrastructure and systems architecture, including costs and benefits, and linking IT decisions to the firm's risk strategy.
- How regulators have framed the challenge to the industry – can firms aggregate data to produce better understanding of their true risk profiles?
- Elements of a risk-information strategy, including the right organization, methodologies, and architecture.

Learn how leading institutions are coming to grips with one of the biggest strategic issues they face.

## Financial Services

### Talent Strategies for Financial Services Organizations: Time to Change Focus?

> April 6, 2:00 PM EDT

Host: Steven Hatfield

Presenters: Rob Dicks, Hope Hughes, and Tina Witney

As the world economy moves towards stabilization and recovery, voluntary turnovers are expected to increase. For financial services leaders who have been managing headcount to manage costs, it may be time to renew your focus on talent strategies to attract, motivate, and retain employees. We'll discuss:

- Understanding where companies are on the recovery curve.
- Strategies for preventing brain drain during the economic recovery.
- Strategies for motivating and rewarding employees to facilitate your push toward sustained growth in the new economy.

Learn how talent recruiting and retention strategies can be critical components of growth in the economic recovery ahead.



# Industries

## Insurance

### Legal Cost Management: New Solutions for Claims

> *May 4, 2:00 PM EDT*

Host: Rebecca Amoroso

Presenters: Jim Kinzie, Steve Packard, and Frank Zizzamia

Striking the right balance between legal expenses and resulting indemnity payments to manage the total cost of a claim while delivering high quality service is a persistent challenge for insurers. With recent advances, what new opportunities are there to drive down legal costs and improve case outcomes? We'll discuss:

- Integrating quantitative and qualitative data to create individual defense counsel scorecards.
- New sourcing opportunities for insurers arising out of the current economic environment.
- Applying predictive modeling to potentially avoid claims – or at least optimize their resolution.

Learn how these advances, combined with a challenging economic environment, have created a once-in-a-generation opportunity for insurers.

### Insurance Regulation: Know the Road Ahead

> *June 1, 2:00 PM EDT*

Host: Rebecca Amoroso

Presenters: Steve Foster and Howard Mills

Perhaps at no other time in recent history has the insurance industry faced the possibility of such sweeping regulatory reform proposals. What changes can insurers expect at the state, national, and international levels? We'll discuss:

- Changing capital requirements at home and abroad.
- Emerging consumer protection standards.
- The potential for federal requirements for large companies and the burgeoning role of international regulation, including Solvency II.

Learn about changing risk-based capital requirements at home and abroad and the extent to which state, federal, and international regulation is likely to impact the insurance industry.

## Private Equity, Hedge Funds & Mutual Funds

### Commodity-Based RICs: Operating Concerns Amid a Changing Landscape

> *April 20, 2:00 PM EDT*

Host: Jim Calvin

Presenters: Eric Byrnes and Brian Gallagher

In a changing environment, commodity-based regulated investment companies (RICs) are still working through operational and tax issues. What opportunities and pitfalls should fund managers consider? We'll discuss:

- Setting up a RIC in a foreign jurisdiction, including the controlled foreign corporation rules, check-the-box issues, and selection of taxable year.
- Proposed legislative changes, including the RIC Modernization Act of 2009, and other concerns about sources of RIC qualifying income.
- Tax implications, including the timing of distributions, interaction with excise tax rules, and other technical issues.

Gain insights on operating a commodity-based RIC and ways to be more competitive in a changing legislative landscape.

### Enterprise Risk Management for Asset Managers: Achieving an Effective Cost-Benefit Balance

> *June 15, 2:00 PM EDT*

Host: Mike Fay

Presenters: Adam Broun and Krissy Davis

Asset management firms face unprecedented risk today from a variety of sources. How are leading firms taking a more holistic approach to risk management without creating an unwieldy risk and compliance infrastructure? We'll discuss:

- The evolving risk landscape, including regulatory, operational, and reputational risks, and potential consequences of not addressing them.
- Evaluating how your operating model and investment strategy align with your risk management strategy.
- Achieving an effective cost-benefit balance when implementing an enterprise risk management infrastructure.

Learn to quickly identify changes in your risk environment and practical ways to create a more agile and cost-effective risk management infrastructure.

# Industries

## Energy & Resources

### Smart Forecasting for a Smarter Grid: Process and Financial Impacts

> April 28, 2:00 PM EDT

Host: John McCue

Presenters: Michael Price, Jim Thomson, and Tom Turco

Implementing smart metering and smart grid capabilities with a meter data management system, along with the associated business process enhancements, can change how utilities deliver and manage their services. How do grid management capabilities, internal process management, and supporting technologies benefit from the near-real-time monitoring, sensing, and decision support that these new systems provide? We'll discuss:

- Meter reading, field support operations, distribution capacity planning, and asset management.
- Load forecasting and settlement and outage management.
- Financial planning, pricing, and program marketing.

Learn how new technologies can deliver more encompassing consumption and usage data and improved forecasting, operational, customer service, and financial risk management processes.

### Natural Gas Plays and New Partnerships for Shale Gas Producers

> May 19, 2:00 PM EDT

Host: Gary Adams

Presenters: Rick Carr and Sampat Prakash

Increasing global supply of natural gas and predicted price changes are driving shale gas producers to focus more on core competencies. What new business models and ways of working can gas producers leverage to increase their overall enterprise value? We'll discuss:

- How growth in availability of shale gas and LNG impacts global supply and demand.
- Core competencies that drive different business processes, including technology development, operations and maintenance, and sales and marketing.
- Different organizational constructs companies can use to capitalize on core competencies, including joint ventures and strategic partnerships.

Explore the new opportunities and challenges that shale producers will face as the natural gas landscape continues to change.

## Look ahead

### 2010 Deloitte Energy Conference Changing the Great Game: Climate, Customers and Capital



Join us to learn about the key developments and challenges facing today's global and domestic energy markets.

For more information, visit

[www.deloitte.com/us/energyconference](http://www.deloitte.com/us/energyconference)

# Industries

## Real Estate

Host: Bob O'Brien

### Financial Institutions: Valuation and Accounting Considerations of Converting Commercial Mortgages to REO

> April 8, 11:00 AM EDT

Presenters: Matt Kimmell, Guy Langford, and Brian Ruben

The number of Real Estate-Owned assets has spiked sharply with unprecedented declines in commercial real estate markets. What valuation and accounting issues should financial institutions consider when converting commercial mortgages to REO assets? We'll discuss:

- An overview of today's distressed market.
- Why REO assets – property in the possession of a lender due to a borrower's foreclosure or forfeiture – are an issue.
- Factors lenders should consider before taking back REO assets.
- Accounting and valuation considerations.

Learn strategies for converting commercial mortgages to REO assets.

### FASB S167: Too Big for Real Estate Companies to Ignore

> June 3, 11:00 AM EDT

Presenters: Ryan Martin and Mojgan Vakili

The Financial Accounting Standards Board (FASB) often issues new standards in response to the economic environment affecting the real estate industry. Why should real estate companies pay special attention to SFAS 167, Amendments to FASB Interpretation No. 46, Consolidation of Variable Interest Entities? We'll discuss:

- The decision tree process for evaluating your interests in other entities for potential consolidation.
- Activities that significantly impact the economic performance of the entity being evaluated for potential consolidation.
- Evaluation of who has the power to direct those activities.

Learn how SFAS 167 will impact real estate companies and how to be prepared for what lies ahead.



# Industries

## Technology & Telecom

### The New Revenue Recognition Rules: Key Non-Accounting Implementation Issues

> April 21, 1:00 PM EDT

Host: Eric Openshaw

Presenters: Sam Doolittle and Miles Ewing

New revenue recognition rules will significantly impact technology and telecommunications companies. Should you adopt the new rules early and what are key non-accounting implementation issues? We'll discuss:

- Lessons learned and leading practices from working with early adopters, including implementation structuring and when to involve different areas of the organization.
- Accounting system issues, including managing dual reporting requirements.
- New go-to-market approaches for capturing greater value, including product and service bundling and pricing strategies.

Learn about issues and opportunities available to TMT companies based on the experience of working with early adopters as they implemented new revenue recognition rules.

## Technology, Media & Telecom

### Mitigating Channel Risk in Emerging Markets

> May 26, 1:00 PM EDT

Host: Phil Asmundson

Presenters: Dave Couture, Dave Zechnich, and Joe Zier

Increasingly, U.S. multinational TMT companies rely on multi-tier distribution, reseller, and partnership programs in emerging markets. How could expanding regulatory requirements and lack of transparency into your channel activities create challenges? We'll discuss:

- Ways to address margin and revenue leakage in emerging market channels, including rebate, discount, and other distribution contract revenue programs.
- Risks and emerging issues – Foreign Corrupt Practice Act, export administration, and anti-money laundering regulations.
- Risk mitigation through increased channel reporting transparency and compliance knowledge.
- Protecting your company from inappropriate actions by the channel.

Explore risks of multi-tier channel arrangements and how your company can mount defenses against them.

## Ideas that matter



Gain a generational "reality check" on consumer preferences, purchasing trends, and technology adoption.

To access this report, visit:

[www.deloitte.com/us/realitycheck](http://www.deloitte.com/us/realitycheck)

# Technology Executives

Host: Mark White

## Enterprise Data: Undervalued Asset or Overexposed Risk?

> April 8, 2:00 PM EDT

Presenters: Tonie Leatherberry and Rena Mears

Few executives argue that enterprise data is an asset. But do you understand why core concepts of asset management are critical factors for successful data – and risk – management? We'll discuss:

- The proliferation and pervasiveness of data – why ownership and rights are difficult to determine and manage.
- How data can be transformed from an asset to a liability instantaneously or gradually.
- Data risk management strategies that focus on a net value approach.

Understand some of the key issues that put data at risk and how maintaining and protecting it as a business asset can help you exploit opportunities, mitigate risks, and maximize return.

## From Enterprise Productivity to Collective Intelligence – Web 3.0, Social Media, Mashups, and Rich Internet Apps

> May 6, 2:00 PM EDT

Presenters: Paul Clemmons and Doug Shoupp

New themes have emerged for enterprise applications, including intuitiveness, interoperability, portability, and aggregation. How are innovative CIOs employing these themes collectively to provide useful and usable solutions to end users? We'll discuss:

- Ways social media, information-sharing, and enterprise knowledge management combine to help deliver insight management – palettes and tools for collaborative results.
- Mashups grown up – delivering a single version of the truth enterprise-wide through correlation, rules engines, visualization, workflow, contextualization, and tagging.
- Updating the usability of legacy enterprise applications through flexing the front end.

Learn about ways collective intelligence can help organizations achieve more informed decision making and strategy execution.

## Asset Intelligence: Wake-Up Your Value Chain On Your Terms

> June 3, 2:00 PM EDT

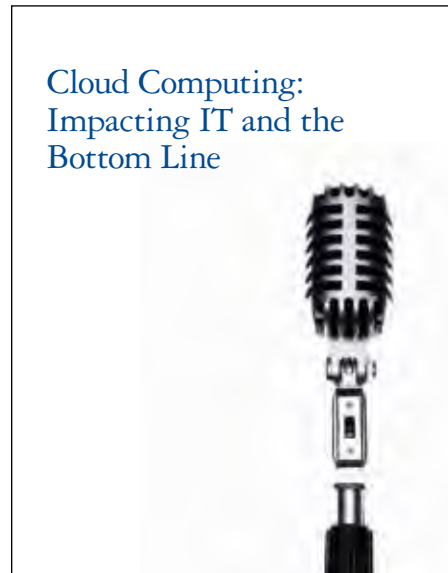
Presenters: Doug Standley and George Wright

The rate of technology advancement is often out of sync with benefits to corporate users. Could a new approach to enterprise assets help align your technology investments better with actual user adoption cycles? We'll discuss:

- Technology advancements that enable new definitions of assets – incorporating data as an empowered sensor to develop asset intelligence.
- Creating an enterprise value chain intelligence system.
- Enabling users to transition from reactive to proactive to predictive.
- The point solution merry-go-round and ways to step off of it.

Learn ways that asset intelligence can help prioritize your technology investments, drive greater business value, and take advantage of disruptive strategic positioning.

## Stay focused



Learn about the potential disruptions and opportunities cloud computing presents.

To access this podcast, visit:  
[www.deloitte.com/us/podcast/cloud](http://www.deloitte.com/us/podcast/cloud)

# Markets

## China Issues

### China's Changing Investment Environment – 2010 and Beyond

> April 15, 11:00 AM EDT

Host: Clarence Kwan

Presenters: Kris Knutsen and Richard Herd, Senior Economist, Head of China and India Unit, Economics Department, OECD

The Organization of Economic Cooperation and Development (OECD) just released its latest economic survey of China. The report provides key input to Chinese policymakers as they intensify their work on the country's 12th Five-Year Plan (FYP), covering the period 2011-2015. What do U.S. executives need to know? We'll discuss:

- Findings and recommendations from the OECD's Economic Survey of China 2010.
- Major focus areas of China's 12th FYP and opportunities for engaging the policy-making process at all levels.

Hear from the lead author of the OECD report and gain new perspectives on where China may be headed and how to align investment objectives accordingly.

### China Tax and Regulatory Update

> May 13, 11:00 AM EDT

Host: Lili Zheng

Presenter: Sharon Chow

How will recent tax and regulatory changes affect your business models and impact your returns in China? What issues do these changes pose to most foreign investors? We'll discuss:

- Recent regulatory changes and their impact on tax and strategy planning for multinationals.
- Latest tax law developments and related implications.
- Leading practices and solutions to resolve China tax issues.

Learn how your peers are striving to anticipate, manage, and resolve issues and how to best position your business in the ever-changing regulatory environment.

### China Cross-Border Investment Quarterly Roundup – Targeting Consumer Markets in the Year of the Tiger

> June 10, 11:00 AM EDT

Host: Clarence Kwan

Presenters: Ira Kalish and Alan MacCharles

U.S. investors are increasingly looking to China for growth in a global economy reshaped by the financial crisis. But how ready are Chinese consumers to spend? How can foreign investors compete effectively? We'll discuss:

- A review of cross-border M&A and greenfield investments in China during Q1 2010.
- Recent trends in China's consumer markets and the challenges and opportunities they present to foreign investors.
- Findings from recent market research by Deloitte into spending patterns in key urban centers.

Learn more about China's dynamic consumer markets in the Year of the Tiger.



# Markets

## Private Companies

### Estate Tax Planning: What's Up for 2010 and Beyond?

> April 28, 2:00 PM EDT

Host: Julia Cloud

Presenters: Craig Janes and Doug Robb

Most private company owners understand that the estate tax lapsed in 2010. But what should you do about it? We'll discuss:

- Current status of estate, gift, and generation-skipping transfer taxes and related income tax issues.
- The legislative landscape for 2010 – will Congress act?
- Economic issues affecting decisions to make gifts now instead of waiting for clarification of the tax laws.
- The likelihood of retroactive legislation, and can you exit a new estate plan if it becomes too expensive?

Understand specific issues to consider this year when making estate planning decisions and learn ways to build in flexibility for the future.

### M&A in 2010: Buy, Sell, or Hold Tight

> May 26, 2:00 PM EDT

Host: Mike Becher

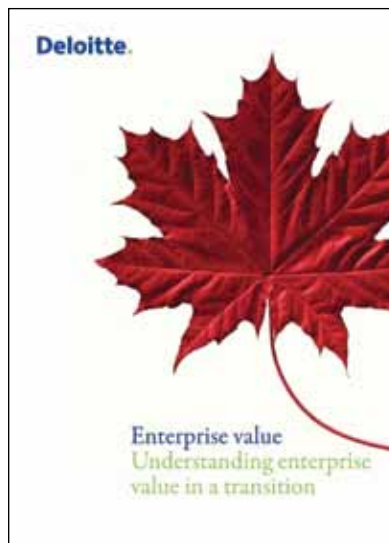
Presenters: Andy Isgrig and Phil Isom

Many companies addressed the cost side of their business in 2009, so growth is on the agenda for 2010. Will last year's credit crunch haunt this year's M&A deals? Will growth seekers drive the M&A market in 2010? We'll discuss:

- Who's buying and selling what in today's market, and why?
- Trends in financing, including what financing is currently available, and the challenges of negotiating with existing lenders, especially if recent performance issues cloud the picture.
- Trends leading to buy side or sell side opportunities, including alternative structuring to bridge the value gap and potential leverage with current lenders.

Understand the realities of today's M&A market to help facilitate your private company's 2010 growth strategies.

## Move forward



Learn how to clarify your transition goals and define and manage value for your enterprise.

To access this report, visit:

[www.deloitte.com/us/enterprisevalue](http://www.deloitte.com/us/enterprisevalue)

# Tax Executives

## International Tax

### Shining Light into the Canucks and Crannies of Canada's Indirect Tax Regime

> April 29, 2:00 PM EDT

Host: Tim Tuerff

Presenters: Danny Cisterna (Toronto) and Lorraine Jutras (Montreal)

Canada's indirect tax regime is complex and demanding. Which details are most important for U.S. companies? We'll discuss:

- Principles and pitfalls of the goods and services tax, including required versus voluntary registration, ways to recover GST incurred, and recent customs initiatives that could lead to savings for importers.
- Harmonization of provincial retail sales taxes in Ontario and British Columbia, including a potential costing and pricing opportunity.

Understand important details about Canada's indirect tax regime that can benefit U.S. companies either with a physical presence in Canada or when simply selling goods and services there.

### Foreign Tax Update: Spotlight on Japan, Russia, and Other Recent Developments

> May 27, 2:00 PM EDT

Host: Pierre-Henri Revault

Presenters: Andrey Ganin and Linda Ng

Multinational companies may be impacted by recent changes to tax legislation in several countries. What do you need to know? We'll discuss:

- Japan – 2010 tax reform proposal, including the consolidated tax system, CFCs, transfer pricing, and Japanese bonds.
- Russia – Corporate tax system changes, including typical structures used to invest and potential compliance challenges.
- Key developments in other foreign jurisdictions.

Learn the latest major foreign tax developments so you can investigate further and explore considerations for tax planning.

## Transfer Pricing

Host: Mark Nehoray

### Advanced Pricing Agreements: Adapting to the Times

> April 14, 2:00 PM EDT

Presenters: Kerwin Chung and JJ Lefebvre (Ottawa)

The U.S. and Canadian APA programs are adapting to the global recession and heightened transfer pricing enforcement environment. These changes have made negotiating an APA a more attractive strategy to obtain transfer pricing certainty. We'll discuss:

- Recent U.S. and Canadian APA program developments.
- The impact of the recession on APA negotiations and signed APAs.
- How treaty arbitration provisions are affecting bilateral negotiations.

Learn how these changes will affect taxpayers considering an APA to obtain transfer pricing certainty.

### Transfer Pricing in Japan and the United States: Gaining Firm Footing on Shifting Sands

> May 12, 2:00 PM EDT

Presenters: Kaoru Dahm and Koichiro Fujimori (Tokyo)

Japan's 2010 Tax Reform proposals attempt to clarify what transfer pricing documentation may be requested for a tax audit. This clarification may apply to all open years in Japan. What steps should multinational enterprises consider going forward? We'll discuss:

- Items Japanese multinationals should prepare before receiving a tax audit notice, including basic factual information and arm's length analysis.
- U.S. and Japanese rules – key similarities and differences, including analytical approaches taken in transfer pricing examinations.
- Managing potentially costly compliance efforts, including ways to leverage U.S. documentation for Japanese purposes.

Learn about designing a coordinated, cost-efficient, bi-jurisdictional approach to transfer pricing that potentially reduces redundant efforts.

### Transfer Pricing Audits: Aftershocks of the Down Economy

> June 9, 2:00 PM EDT

Presenters: Larry Powell and Todd Wolosoff

The economic downturn has created significant new risks to an already fast-changing global transfer pricing environment. What should you pay close attention to? We'll discuss:

- U.S. audit environment – how could transfer pricing audits involving cost-sharing be impacted by the tax court decision in the Veritas case?
- Foreign audit landscape – new transfer pricing risks stemming from enhanced government audit procedures to increase compliance in the wake of the global economic downturn.
- Strategic audit considerations, including updates on OECD initiatives in the past year.

Learn about current transfer pricing audit topics in specific countries, and explore ways companies are addressing the tax risks.

# Tax Executives

## Financial Reporting for Taxes

Host: Rita Benassi

### Tax Accrual Workpapers and the IRS Transparency Initiative: No Holds Barred?

> *May 10, 2:00 PM EDT*

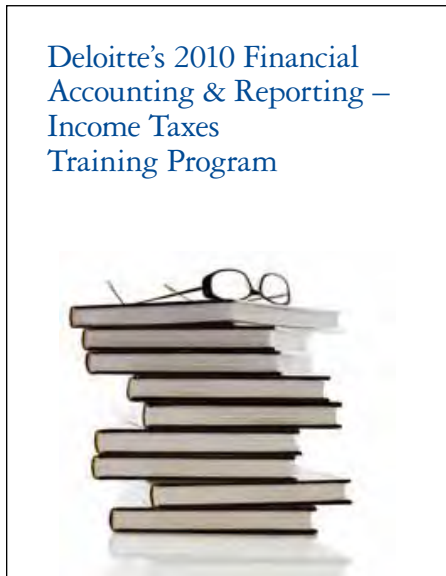
Presenters: Jay Goul, Kathy Petronchak, and Julian Kim, Partner, Latham Watkins LLP

In January 2010, the IRS issued Announcement 2010-9, which contemplates changes in how uncertain tax positions are reported to the IRS. What should companies consider within the context of the current environment regarding IRS access to tax accrual workpapers? We'll discuss:

- The current status of IRS' proposal for disclosure of uncertain tax positions.
- Tax compliance issues for corporate taxpayers going forward.
- The financial reporting obligations of companies and professional requirements of their independent auditors.

Explore ways your company may respond to potential changes in tax return filings and IRS examination procedures, processes, and guidance.

## Know more



Plan to attend 2010 sessions in Greenwich or Phoenix.

For more information, visit:  
[www.deloitte.com/us/finreportingtaxes](http://www.deloitte.com/us/finreportingtaxes)

## Tax Operations

Host: Nick Gonnella

### Tax Provision Software: It's Time to Take Another Look

> *May 20, 2:00 PM EDT*

Presenters: Greg Bartolone and David Landers

Increasing demands for timely tax information and detailed support for balance sheet tax accounts make spreadsheets more difficult to use for tax computation and reporting processes. What alternatives are available and what can they do? We'll discuss:

- Addressing data collection needs, including data extraction from general ledger systems and collection of non-ledger data.
- Methods for automating ledger-driven tax adjustments.
- Integration with tax compliance systems to automate provision to return calculations.
- Leveraging workflow and other business intelligence tools to provide process management and real-time visibility to specific tax metrics.

Explore specific considerations for migrating away from spreadsheets and selecting an integrated provision software package.

### BPM Tools: Making Sure Tax Has a Voice in Finance Transformation

> *June 17, 2:00 PM EDT*

Presenters: Ravi Gupta and Michael Johnson

Increasingly, corporate finance functions are deploying business performance management (BPM) tools such as Hyperion, SAP-BPC, and Cognos to improve transparency and support strategic financial and operational decision making. Why must tax departments stay in sync? We'll discuss:

- Finance transformation trends – how finance and tax are being asked for information to support critical business decisions.
- Leveraging BPM capabilities for better insight into tax aspects of forecasting, planning, consolidation, closing, and SEC reporting.
- Fine-tuning tax and BPM tools to manage different reporting requirements.

Learn ways that the tax function can create value by participating in business performance initiatives, including finance transformation and BPM systems.

# Tax Executives

## Compensation & Benefits

Host: Ron Sonenthal

### The 2009 Form 5500: Responsibilities and Risks Reach Far Beyond Reporting

> April 7, 2:00 PM EDT

Presenters: Ron Arculeo, Holly Crumpler, and Cheryl Ouellette

More information is required and readily available due to the Form 5500 e-filing mandate, but there are even broader implications as well. What should HR, tax, finance, legal and internal audit professionals know?

We'll discuss:

- An overview of the changes – service provider fee transparency provisions, e-filing requirements, and expanded rules for 403(b) plans.
- New responsibilities for plan sponsors – you can delegate the preparation, but the impact extends throughout and beyond your organization.
- What assistance plan sponsors should expect from plan service providers.

Beyond the mechanical changes to preparation and filing, explore new responsibilities and risks plan sponsors face with Form 5500 compliance.

### Executive Compensation: Should You Change Your Game Plan?

> May 5, 2:00 PM EDT

Presenters: Elizabeth Drigotas and Mike Kesner

With recent government focus on financial services executive pay, what should companies in other industries be considering? We'll discuss:

- Hot topics, including stock retention, severance, excise tax gross-ups, pay for performance, SERPs, personal use of corporate aircraft, and golden coffins.
- How companies are responding, including evaluating incentive plan risks, modifying severance arrangements, and structuring claw-back provisions.
- Legislative, regulatory, and IRS examination trends, including say on pay, carried interest, section 162(m) proposals, and bonus deductions.

Understand why companies across industries need to stay focused on executive compensation and explore possible refinements you should consider for your company's plans.

### Credits and Incentives for Talent Retention, Development and Expansion: Could They Jump-Start Your Company's Growth?

> June 2, 2:00 PM EDT

Presenters: Andy Liakopoulos and Michael Locascio

Investments in talent should be part of any company's growth strategy going into a new economic cycle. What is the tax department's role in making these talent investments most effective? We'll discuss:

- Current talent retention, development, and expansion trends in the marketplace.
- State tax credit and grant programs for employee training – which ones provide strong return on your investment?
- Incentives for workforce retention and expansion, including cash grants, property tax abatements, and direct tax credits.

Hear about recent Deloitte talent research and learn leading practices to help tax engage with HR and other areas of the organization connected to employee expansion and development.

## Multistate Tax

Host: Karen Boucher

### State Tax Litigation: Which Cases Should You Be Watching?

> May 4, 2:00 PM EDT

Presenters: Jeff Blum, Alex Meleney, and Rick Richman

Key multistate tax issues are currently being litigated in state tax court cases. Will you be prepared if these potentially game-changing cases, pending in the trial and appellate courts, are decided this year? We'll discuss.

- Fair apportionment and alternative apportionment formulas.
- Nexus for internet retailers and limited partners.
- Allocation or disallowance of interest expense, as well as affiliate expenses and throw-out rules.
- Treatment of foreign-source dividends.

Gain insights into current state tax litigation and the potential problems and opportunities that may arise when the cases are resolved.

### Combined and Consolidated State Returns: What To Look For in the 2009 Tax Filing Season

> June 8, 2:00 PM EDT

Presenters: Dave Vistica and Brian Walsh

For the 2009 tax filing season, more states are requiring combined unitary returns, and states already requiring combined filings have changed their rules. Are you prepared? We'll discuss:

- A high level review of *Joyce v. Finnigan* and water's edge elections.
- Nuances between a combined and consolidated return election, including group members and apportionment factors.
- Highlights of legislative changes affecting 2009 returns, including those in Wisconsin, Massachusetts, New York, and West Virginia.
- Potential opportunities presented by consolidated or nexus combined (post-apportionment) filing options.

Understand combined and consolidated state tax return rules and ways to apply them as you prepare your 2009 returns.

# Tax Executives

## Federal Tax

Host: Joe Mallon

### Tax Inventory Planning: At the Crossroads Again?

> April 13, 2:00 PM EDT

Presenters: Bob Kilinskis and Karen Rodriguez

Proposals are again being made to repeal LIFO and LCM approaches to inventory valuation for tax purposes. Companies are facing U.S. conversion to IFRS, and the IRS is raising other inventory issues. What should inventory planners do? We'll discuss:

- Potential planning opportunities in advance of possible repeal, including time-value of money benefits of the proposed 10-year spread and related systems considerations.
- Current LIFO conformity regulations and how they might apply in an IFRS environment.
- IRS examination issues, including LCM and UNICAP costs.

Gain insights into the changing tax inventory planning environment and ways to address your reserve while exploring alternatives to LIFO and LCM.

### M&A, Tax, and the Economic Upswing: Should You Change Your Game Plan?

> May 19, 2:00 PM EDT

Presenters: David Hoffman and Kyle Woitel

With the economy gaining steam and M&A activity picking up, what are some of the developing tax considerations reflective of the current M&A market? We'll discuss:

- Recent deal structuring trends with implications for transaction type – asset versus stock – and taxability of business purchases.
- Diligence issues and purchase agreement trends related to negotiated terms and tax provisions.
- Increased focus on tax issues associated with distressed debt and net operating losses.
- Post-merger considerations, including tax department integration, legal entity simplification, and tax accounting methods.

Understand key changes in the M&A market since the downturn began and how they might affect your next deal from a tax perspective.

## Stay ahead



Learn how tax departments can address transition issues during a divestiture.

To access this report, visit:

[www.deloitte.com/us/movetaxforward](http://www.deloitte.com/us/movetaxforward)

# Our presenters

## From Deloitte & Touche Corporate Finance LLP

Andy Isgrig, Principal; Phil Isom, Director

## From Deloitte & Touche LLP

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## From Deloitte LLP

Gary Adams, Principal; Rebecca Amoroso, Principal; Phil Asmundson, Partner; Bob Campbell, Principal; Kris Knutsen, Senior Manager; Dan Konigsburg, Senior Manager; Howard Mills, Director; Don Ogilvie, Independent Chairman; Eric Openshaw, Principal

## From Deloitte Recap LLP

Mark Edwards, Principal

## From Deloitte Services LP

Andrew Freeman, Director; Ira Kalish, Director; Clarence Kwan, Partner; Branko Terzic, Director; Adam Weissenberg, Partner

## From Deloitte Tax LLP

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