

Doing Business Overseas

Expert knowledge means success

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Note: This publication has not been updated since it was last published. Some of the hyperlinks may have changed and may need updating. In addition, some of the information in this publication may be out of date.

Introduction

Exporting can extend your market, boost your turnover and prevent you having too great a dependence on your UK-based customers. But it isn't always an easy option. Starting to export poses a whole new set of challenges, from identifying promising markets and customers to ensuring that you can fulfil your export contracts. Developing new export markets takes time and money.

A planned approach helps you to identify the best opportunities. It ensures that you understand what's involved, and have the resources and skills you need.

UK Trade & Investment is the Government organisation that supports companies in the UK doing business internationally and overseas enterprises seeking to set up or expand in the UK. It operates through a global network with offices in British Embassies overseas, in their headquarters in London and Glasgow and in the 9 English regions.

Before you commit to exporting you need to honestly assess your export potential - both in terms of the readiness of your business and of your product or service.

It's essential to carry out detailed market research to identify and evaluate the target market. Examine:

- the industry structure;
- the predicted demand for your product or service;
- competition and how you plan to fit into that marketplace;
- any modifications required to make your product or service saleable.

After completing your market research, you can draw up an export plan defining how you will enter the new market. You should plan your sales and promotional activities carefully for each of your target markets determining how to position your product, and choosing the most appropriate sales channels for the country in question. Logistics and distribution will also need to be considered and the relevant paperwork, any required licenses and prevailing export

controls determined. Of course, you will also need to put in place clear agreements on payment arrangements backed up by credit insurance.

Exporting is Good For Business

Companies that export perform better than those that do not, according to a study by UK Trade and Investment- published in March 2002. The report, *Exporting and Business Performance*, demonstrates that firms involved in overseas trade are on average larger, more productive, pay higher wages and use more capital intensive production methods than their non-exporting rivals. It is based on a study of more than 9,000 companies over an 11 year period.

It shows that exporting increases the productivity of firms by 2.7% over the two years following entry to overseas markets and boosts sales by more than 5%. Exporting was also shown to increase employment by 4.1% over the same period.

Other key findings are:

- Exporters were also found to use more capital-intensive production methods than non-exporters.
- Exporters on average pay higher wages than non-exporters.

The report was published on the UK Trade and Investment web site at: www.uktradeinvest.gov.uk

Ready to Export?

Your decision to begin exporting should be based on a clear understanding of what is involved and what your aims are. At this stage, you will need to consider:

- Additional financing needs and availability;
- Your pay back requirements;
- Your management resources and commitment;
- Your products' export potential;
- Your quality management;
- Your product strengths and weaknesses;
- Your staff's export training needs – for example, on export documentation or foreign languages;
- Your staff's suitability for developing the new export markets.

UK Trade & Investment provide a Passport to Export programme, which offers a free export health check, mentoring and ongoing advice, subsidised training and market visits.

What you can't export

The UK Government maintains export controls to prevent the export of goods, including technology, for a variety of reasons including:



ECGD announces new rules for export contracts

On 13 June 2007, the Export Credits Guarantee Department (ECGD), the UK's official export credit agency, announced changes to its foreign content rules that simplify and update the rules for UK exporters looking for support for contracts involving non-UK firms. The main changes are:

- For all contracts (credit or cash) the maximum level of support for foreign content will be 80% of the contract value, where ECGD risk capacity is available.
- The distinction between credit contracts valued at £10m and below will be removed.
- The distinction between goods originating from the EU, Japan and other countries will be removed.
- Software and related services originating in the UK and exported electronically will be treated as UK content.

The rules are set out in a Government response to a public consultation on changes to ECGD policy on support of foreign content. The rules will apply to limited recourse finance transactions but not to local costs incurred in the project country (which are subject to Organisation for Economic Co-operation and Development rules).

- the collective security of the UK and its allies in NATO;
- national security and foreign policy requirements;
- international legal obligations and commitments;
- non-proliferation policy;
- concerns about terrorism;
- internal repression;
- other human rights violations.

If goods or technologies are subject to UK export controls, a licence is required to gain the legal authority to export them. The Department for Business, Enterprise and Regulatory Reform is the licensing authority.

The BIS's Export Control Organisation is the first point of contact for information on export controls. Their website is www.bis.gov.uk/exportcontrol

They can provide advice on many issues, including how to establish whether or not specific goods need an export licence, the different types of export licences, how to complete export licence application forms and how long they take to process. They are also the point of contact for Export Control Organisation publications and licence application forms.

The Defence Export Services Organisation (DESO) can provide information concerning the export of defence related equipment. Their website is www.deso.mod.uk

For information concerning export controls on antiques and works of art, please visit the Department for Culture, Media and Sport website at www.culture.gov.uk

Selecting a Market

Success overseas depends on careful planning and preparation. First, you will need to decide how to select (or eliminate) markets. Visiting the market can be a valuable part of your research. But unless you prepare properly before you go, it can also be an expensive way of collecting information available at home. If you are planning to export to multiple markets, you will need to tailor your marketing strategy to each target market. You'll need to appreciate the traditions, culture and legislation of the countries you are trading with to exploit your

exporting efforts.

Consider:

- Size, rate of growth; demand for your products; liability legislation;
- Local and international competition;
- Similarity to UK or other markets familiar to you;
- Market accessibility;
- Ease of transportation;
- Political and economic stability;
- Tariff and other import restrictions;
- Ease of payment;
- Availability of export credit insurance;
- Technical standards;
- Local packaging regulations (that may necessitate product modifications);
- Distribution arrangements within the market;
- Language (a common language doesn't lead to loyalty or understanding).

Researching the market

UK Trade and Investment can help you in a number of ways to gather research on your chosen market and/or sector:

- Through the Country Pages of their website — general information is available on many overseas markets;
- Through the Sector Pages of their website — by registering with the website you are able to access more detailed sector information;
- Through the Overseas Market Introduction Service (OMIS) The Overseas Market Introduction Service (OMIS) provides focussed business advice and helps you assess whether there is a market for your goods, for a charge. The service puts you directly in touch with staff in their overseas offices, who are able to give you access to the best country and sector-specific business advice, as well as offering support during your visits overseas;
- Through the Export Marketing Research Scheme (EMRS) — Successful exporters consider their entry into new markets with care. You may wish to carry out export marketing research to obtain intelligence on topics such as:
 - Market size and segmentation;
 - Regulations and legislation;
 - Customer needs, usage and attitudes;
 - Distribution channels;
 - Trends;
 - Competitor activity, strategy and performance.

Guide to Importing & Exporting: Breaking down the Barriers

HMRC has announced that their information pack on this topic had been updated. This publication is for anybody, whether already in business or not, who wishes to bring goods into the United Kingdom (UK) from outside the European Community (EC), or intends to send goods from the UK out of the EC. The pack has been designed to help you get started on importing and / or exporting, or to help you better understand the procedures involved in these activities.

If you are engaged in selling products to customers based in a Non-EC Country, or you are buying products from a supplier based in a Non-EC Country, the information in this pack will be relevant. Note that certain goods need a Department for Business, Innovation and Skills (BIS) export licence even if they are being transferred to another EC Member State. These goods are all listed military goods, paramilitary goods and certain dual-use goods. *Further information is available at:* http://customs.hmrc.gov.uk/channelsPortalWebApp/downloadFile?contentID=HMCE_PROD_008051

The British Chamber of Commerce provide a training course entitled *Researching Export Markets*. For further information, visit their website at www.chamberonline.co.uk

Export Marketing Research Scheme (EMRS)

To be a successful exporter it is essential to plan your entry into the market. The EMRS is a service managed on behalf of UK Trade and Investment by the Association of British Chambers of Commerce from their Coventry office. Hundreds of companies each year access free, professional and independent advice about researching export markets and receive financial subsidies of up to 50% towards marketing research costs. Exporting marketing research is a systematic method of obtaining information in the UK and abroad. It can help your business to decide, for example, whether or not to export to a new market or how to launch a new product. Without this information you are more likely to make costly mistakes and to miss opportunities.

To be eligible, you need to be a UK-based company or business organisation producing goods or services which are mainly of UK origin and which are exportable from the UK.

Currently, you may apply if your business has fewer than 250 employees - even if it is a wholly independent subsidiary of a larger parent company. Applicant companies will typically have been formed for more than two years and employ more than five people.

Features of the service are:

- Free professional advice on export marketing research;
- Financial support for structured marketing research;
- Confidentiality and exclusivity;
- Support for research carried out by Trade Associations.

Financial support includes:

- Agency-field project: up to 50% of the total project cost where face to face interviews are undertaken in the market, subject to a maximum grant of £15,000 and a minimum of £100. As this method requires the selection of an appropriate agency, it is necessary to issue a written brief to at least three agencies in order to obtain their detailed research proposals. The proposals can then be compared and evaluated to ensure the selected agency meets the research objectives and provides good value for money;

Ten good reasons to use the Export Marketing Research Scheme

- 1) Put yourself in the "driving seat"
 - With a thorough understanding of the marketplace you will be in a better position to persuade others, both in your company and in the market place, that you know the best way to tackle the market.
- 2) Develop an efficient market entry strategy
 - The right product in the right place, at the right time.
 - Your increased understanding allows you to manage your time and resources effectively.
 - Avoid costly mistakes.
 - Choose the most appropriate route for each overseas market.
- 3) Control overseas representatives
 - Armed with the facts, you will be in a strong negotiating position to state your expectations for the local market.
- 4) Increase your profits
 - Better knowledge leads to a more efficient approach.
 - Higher margins through effective and informed negotiation.
 - Safe investment.
- 5) Familiarise yourself with the market
 - We encourage you to visit the country and experience the culture without the pressure of having to achieve sales: this gives you time to develop a deeper understanding of how the market works and how to do business there.
- 6) Save time and money
 - Marketing research helps you to focus your limited time and money upon the most effective overseas markets and sectors within them.
- 7) Gain favour with potential customers
 - People liked to be asked their opinion.
 - Your efforts to find out about their market will be appreciated.
 - You won't be embarrassed in front of your customers on future visits.
- 8) A comprehensive report
 - The report helps secure the resources needed to enter the market.
 - Report writing organises your data, consolidates your thoughts and focuses your planning.
 - The knowledge stays with your company and can be revisited as the market develops.
- 9) Expert help at hand
 - Free advice is available. Contact the EMRS Advisers for a quick chat or an in-depth discussion to help you design the best possible research project.
 - The EMRS team will guide you every step of the way.
- 10) Double your budget
 - The EMRS can provide grants to cover up to 50 per cent of your costs.

Source: British Chambers of Commerce

- Agency-desk research: up to a third of the cost where there is no visit to the country, subject to a maximum grant of £5,000 and a minimum of £100. A publisher may propose to conduct a marketing research project on an overseas country without visiting the country (using desk research and/or telephone interviews).

- In-house terms: If a member of your own staff has the ability and experience to carry out export marketing research, up to 50% of essential travel costs and interpreters' fees, plus a daily allowance for one researcher is available subject to a maximum grant of £5,000 and a minimum of £100.

The Association of British Chambers of Commerce export marketing research advisors will study your proposals carefully and if financial support is approved, a grant may be offered.

Financial support cannot be granted for:

- overseas visits where marketing research is not the primary objective;
- sales or promotional trips;
- attendance at trade fairs, exhibitions and conferences;
- research conducted wholly or mainly on a group visit or trade mission;
- market development exercises;
- selection and evaluation of potential partners or distributors;
- projects for products or services which are not yet available for export.

Limitations include:

- Number of studies:
 - Companies may receive support for up to ten in-depth field research projects;
 - Projects conducted in the USA, Canada and the European Union may only make up three of your ten in-depth field research projects;
 - A maximum of two in-depth field studies may be supported in any twelve month period;
 - Two desk research studies can be supported each year in addition to the in-depth field projects;
 - Only one in-depth field study may be supported in each country. The exceptions to this rule are the USA and China where two projects may be supported.
- Amount of Support:
 - the maximum available for any one project is £20,000, the minimum grant is £100;
 - the maximum amount available overall to an eligible company is £60,000 of which no more than £40,000 may be taken up in any one year.

- Level of Support:
 - Support cannot be given for marketing research projects already commissioned, underway or completed. Similarly, support cannot be given for published reports already purchased;
 - Only one project may be supported at any one time. A satisfactory report must be received and the claim settled before any subsequent application may be considered;
 - Export marketing research studies will be considered for support on agency or in-house terms, but not a combination of the two.

Trade Associations

UK trade associations are especially encouraged to conduct research on behalf of their members and receive additional financial support – up to 75% of the costs of essential travel and interpreter's fees, plus a daily allowance for one researcher and an element towards administrative costs for research on in-house terms; and up to 75% of the total project cost for research on agency terms.

Meeting statutory and technical requirements

Technical Help for Exporters (THE) is a service provided by the British Standards Institution (BSI) to provide information and advice on compliance with overseas statutory and other technical requirements. THE produces a wide range of publications and provides a special updating service of information in some product fields. THE can supply detailed information on foreign regulations; identify, supply and assist in the interpretation of foreign standards and approval procedures; research and consult on technical requirements for a specific product and provide translations of foreign standards, items of legislation and codes of practice. Fees vary according to the amount of work involved.

For further information visit the British Standards Institution (BSI) website at: www.bsigroup.com/ or e-mail: THE@bsi-global.com

UKTI announces more help for small businesses keen to export

Interested in:

- Talking construction in Dubai?
- Meeting up with key **players in India's** entertainment industry?
- Networking on nanotechnology in Tokyo?

On 10 November 2008 UK Trade & Investment announced new funding rules that will help small and medium-sized businesses (SMEs) to take part in more overseas trade fairs.

The Tradeshow Access Programme (TAP) supports over 3,000 UK businesses each year. SMEs can apply for grants of £1,000, £1,400 and £1,800 to exhibit their wares at any of the 400 eligible overseas trade fairs each year. These include events such as the "Frames" film, music and television trade show in Mumbai; "Nanotech" in Tokyo; and "The Big 5" construction show in Dubai.

Under current rules, SMEs have been able to apply for a maximum of three TAP grants to participate in trade fairs in their **company's lifetime**. On 1 April 2009 this changes to a maximum of six grants, with the proviso that the company takes part in trade shows in more than one market. Also from this date, the clock will be reset, and previous grants will not be taken into account. Until then, any business that has used up its three grants by 31 March 2008 can apply for one extra grant to attend any event in the programme.

Grants are aimed at SMEs that are relatively inexperienced exporters and the definition of 'new to export' is being revised to broaden the offer of support.

More information is available at: www.uktradeinvest.gov.uk

Selling to the Market

There are a number of elements you need to consider to sell successfully overseas. How you organise your sales presence in export markets is one of the key decisions. Depending on your product, you may be able to sell directly. For example, you might be able to sell over the Internet or by exhibiting at local trade shows.

Once you have decided on your target market you will need to determine how best to establish a presence there. But look at what your competitors do, as this will often give you a lead. The key question is how you will reach, supply and service your customers.

Consider:

- Whether you want to deal with your customers direct;
- Whether to set up a local office;
- How to arrange warehousing, distribution and after-sales service;
- Whether you can afford the management time necessary to maintain a direct relationship with your customers;
- Whether to appoint someone to represent you - an agent who will act on your behalf for a distributor who may hold and distribute stock on his own account;
- Whether to work with a business partner who already understands the local market;
- How you will promote your product and whether your sales literature and packaging needs translation or more fundamental redesign;
- Availability of "trade twinning" (such as through Chambers of Commerce);
- Joining trade delegations.

The choices you make can have important financial and legal consequences. Business link provides a useful guide to Selling and Promotion overseas at the International Trade section of: www.businesslink.gov.uk

When arranging a sales contract with an agent or distributor, you need to ensure that responsibility for delivery and payment is clearly defined. It's also important to remember that intellectual property (IP) protection becomes more complicated if you sell goods overseas. Patents and trade marks are only recognised and protected in the country of origin, so you will need to secure

IP protection in each country you intend to sell into. For more information, read the Business link guide to Intellectual Property Protection Overseas at the International Trade section of: www.businesslink.gov.uk

Help with finding opportunities

UK Trade & Investment match businesses with international opportunities gathered by their network of British Embassies, High Commissions and Consulates worldwide. If you register your UK-based business on the website you will be able to see the latest opportunities matching your profile - and be alerted by email when new opportunities are published.

They focus on five types of Business Opportunity:

- Specific Private Sector Opportunities - sales opportunities from abroad; also includes enquiries from overseas agents and distributors looking for UK products and services.
- Tenders and Public Sector Opportunities - public and private tender opportunities, including invitations to pre-qualify.
- Joint Venture, Invest, Co-operative Partnering Opportunities - openings for manufacture-under-licence, joint ventures, or opportunities to co-operate in production, management, finance, investment or distribution.
- Multilateral Aid Agency Opportunities - details of agreements proposed or approved by the multilateral funding agencies.
- Market Pointers - early notification of potential opportunities overseas.

UK Trade & Investment can also help eligible UK businesses take part in overseas exhibitions through its Tradeshow Access Programme (TAP). Financial support is available for small and medium-sized businesses and is focused mainly on those who are new to exporting, or those who are exporting to target areas. If you are eligible, you could receive up to three grants of £1800 (for separate exhibitions) to help you acquire knowledge and experience of exhibiting effectively overseas, as part of your longer-term export strategy.

Doing Business

Your customers need to know the price of your product and how it will be delivered and when. You need to be sure that your distribution arrangements are reliable and cost effective and that your pricing and payment terms are not only acceptable to your customer, but meet your requirements and ensure that you receive prompt payment.

Consider:

- How to handle delivery and documentation;
- Whether your products have special transportation requirements;
- Whether you will quote "delivered" or "ex-works" and in what currency;
- What insurance you need against buyer default and other credit risks;
- What safeguards you need against adverse currency movements;
- Whether you need pre-shipment finance and on what terms;
- What payment terms you will seek and the effect these will have on your cash flow.

The British Chamber of Commerce can provide advice on the following export procedures:

- customs tariffs;
- documentation requirements;
- licensing;
- shipping terms;
- methods of payment;
- letters of credit.

For more information visit their website at: www.chamberonline.co.uk

Export Credits Guarantee Department (ECGD)

ECGD can provide insurance or arrange medium/long-term finance packages in a wide range of markets worldwide for UK exporters of capital goods and projects. They can also provide contacts for private sector insurance for UK exporters of consumables. For more information on how ECGD may be able to help you, visit the ECGD website at www.ecgd.gov.uk or contact their help line: Tel: +44 (0) 20 7512 7887.

Need help with the paperwork?

SITPRO is the UK's trade facilitation body dedicated to simplifying the international trade process by cutting red tape. A company limited by guarantee, SITPRO is a Non-Departmental Public Body for which the Department of Trade and Industry has responsibility.

SITPRO manages the UK Aligned Series of Export documents, and licenses a network of approved suppliers to provide them. The series now contains nearly 70 standard commercial, transport, banking, insurance and official forms.

SITPRO also offer advice, briefings, publications and checklists covering various international trading practices.

For more help or information on export documentation and procedures visit SITPRO's website at: www.sitpro.org.uk

Getting your goods to market

The British International Freight Association is the trade association for UK-registered companies engaged in the international movement of freight by all modes of transport. BIFA members provide one or more of the following services:

- European road and rail distribution;
- Maritime intermodal services;
- Air freight consolidation and forwarding;
- Customs broking and consultancy;
- Packing of goods for export;
- Warehousing and distribution;
- Logistics and supply chain management.

BIFA offers up to one day's free consultancy to advise companies on such matters as modes of transport, distribution methods, costing, documentation and payment terms. Further information can be found at: www.bifa.org

Trade credit insurance

In the Budget 2009, the Government announced a 'top-up' trade credit insurance scheme to help UK businesses maintain their finances in the current economic climate.

Under this scheme, the Government will offer to top up private sector trade credit insurance provision if insurers reduce cover from any business operating in the UK. Cover provided under this scheme will be time-limited and capped at £5 billion, providing a real breathing-space for businesses to adjust to changing circumstances. Further detail on the trade credit insurance top-up scheme can be found at:

<http://online.businesslink.gov.uk/bdotg/action/searchBasicMode?resultPage=1&expression=trade+credit+insurance+scheme+>

Reviewing your overseas communications

As a company doing business overseas you will almost certainly come up against language and cultural barriers. How you tackle them could mean the difference between success and failure.

The British Chambers of Commerce provide Export Communications Reviews on behalf of UK Trade & Investment through a national network of accredited consultants.

An Export Communications Review provides companies with impartial and objective advice about addressing language and cultural barriers when trading with overseas markets. It involves an in-depth discussion with a communications consultant, who will then prepare a report, highlighting the strengths and weaknesses of current communications, considering written, verbal, personal, promotional and electronic interactions. The report will include practical recommendations to help you communicate more effectively and suggest those organisations or companies who can provide the solutions. An indication of costs and whether financial assistance is available will enable you to draw up outline budgets.

While all exporters can benefit from a review of their communications with overseas customers, companies have been known to benefit considerably when they have had a review at the time they were considering entering a new overseas market, launching a new product overseas or undertaking a new overseas promotional strategy such as attending a trade show or organising a mail-shot to the market. Another good time is when you are encountering a downturn in an overseas market or having communications difficulties with one of your overseas representatives.

The support is open to companies who:

- are UK based and have been trading for a minimum of 2 years;
- currently export or have plans in place to start exporting; and
- export goods or services that are mainly of UK origin.

Financial support is available to companies with fewer than 250 employees.

Ten good reasons for reviewing your Export Communications

1) Trade successfully with foreign markets without necessarily learning the language; have a fresh pair of eyes and analyse the way you currently communicate with overseas customers.

- "I want to sell to the Chinese, I don't want to learn Chinese!"

2) Find new markets: consider countries once thought too difficult.

- "We focused upon the German market and gained an important contract with Siemens as a result."
- "We are hitting more targets plus expanding into new areas".

3) Handle an increased number of enquiries from target markets competently, efficiently and professionally.

- "Makes us appear more professional to potential customers".

4) Be proactive.

- "We have the confidence to go out and look for business rather than waiting for business to come in".

5) Increase your export business:

- "it has doubled our turnover to £350,000 since the review."
- "It is difficult to put a figure on it but we are definitely busier on the export side".

6) Gain insight to plan future strategies; focus upon customer needs and target markets and allocate resources effectively.

- "The review made us think."
- "It enabled us to stay profitable in our shrinking marketplace and enabled us to export into other marketplaces".

7) Have competence to approach the language industries for help; knowledge of prices, procedures and suppliers.

- "We developed an ongoing relationship with our translation agency".

8) Improve relationships with overseas customers and distributors.

- "[We are] getting better at supporting the distributors."
- "[We gained] confidence to deal with overseas customers".

9) Identify where language and cultural barriers are causing you to lose business.

- "Much more actively aware of what to do when in new markets".
- "Because we are looking at things from the customer's perspective, we are making a better job of cultural difficulties".

10) An initial review costs only £50 (+VAT).

- "We had nothing to lose".

Source: *British Chambers of Commerce*

ECGD Launches New Scheme to Help Exporters

On 20 October 2009, the Export Credits Guarantee Department (ECGD), the UK export credit agency, launched a letter of credit guarantee scheme to assist UK exporters by boosting the availability of short-term export finance.

In the current economic climate, UK exporters are looking for secure forms of payment from their overseas buyers, particularly those in emerging economies. One of the most secure payment mechanisms for foreign trade transactions is a confirmed letter of credit. Under this a bank in the UK guarantees payment to its exporting customer, provided documents stipulated in the letter of credit issued **by the buyer's overseas bank** are presented to it. In this way, the UK exporter is able to eliminate the risk of non-payment by its buyer.

By sharing with banks the credit risks associated with confirmed letters of credit, ECGD aims to increase the amount of short-term export finance which the banking sector can make available to UK exporters. This is particularly important at a time when the overall risk appetite of the trade market has been reduced due to the recent difficulties in the financial sector.

To start with, five banks – Barclays, RBS, HSBC, Lloyds TSB and Standard Chartered – are supporting the scheme and will be making arrangements in the coming weeks to allow exporters to participate. It will cover 282 overseas banks in 36 export markets. More banks and export markets are expected to be added to the scheme.

Useful Contacts

- The British Chambers of Commerce
Tel: +44 (0)24 7644 6615
Fax: +44 (0)24 7669 5844
E-mail: info@britishchambers.org.uk
Website: www.britishchambers.org.uk
- **British International Freight Association**
Tel: 020 8844 2266
Fax: 020 8890 5546
E-mail: bifa@bifa.org
Website: www.bifa.org
- **Business Link**
Business Link is the government website that provides practical advice to businesses. Exporting information and advice can be found on its International Trade pages.
Website: www.businesslink.gov.uk
- **UK Trade and Investment**
The UK Government website that provides information to help you do business internationally.
Tel: +44 (0)20 7215 8000
Website: www.uktradeinvest.gov.uk

Further Information

This guide is for general interest - it is always essential to take advice on specific issues. We believe that the facts are correct as at the date of publication, but there may be certain errors and omissions for which we cannot be responsible.

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