

The most current information on how financial professionals can increase cash flow & control costs.

November 29, 2019

KEY FINANCE FIGURES

	Curr*	Lst Mo	Lst Yr
■ Leading Rates %			
Prime Rate	4.75	5.00	5.25
Fed Funds Rate	1.75	2.00	2.25
■ Money Market Rates %			
<i>London Interbank (LIBOR)</i>			
1 month	1.77	1.94	2.32
3 months	1.91	2.01	2.59
6 months	1.92	1.96	2.84
■ Stock & Bond Indexes			
DJIA	27,681	26,817	25,387
S&P 500	3,093	2,970	2,726
NASDAQ	8,475	8,057	7,201
5-Yr T-Bill	1.74	1.59	2.99
10-Yr T-Bill	1.94	1.76	3.14
■ NACM Credit Managers' Index			
Sales	57.9	58.7	62.7
New credit apps	59.0	59.7	61.7
Dollar collections	62.1	58.5	57.5

*As of 11/11/19

The Cumulative Effect of CFO & Controller Alert

With the pace of change accelerating and the competition tougher, what's the best chance to keep up performance and get two steps ahead of the competition? A reliable source of continuous information.

It's the **cumulative effect** that helps, not any one reading. Our unique function is to deliver solid, focused information in your area of responsibility in a fast-read format twice a month to help performance.

Latest spin on BEC even more costly to companies

■ Your vendors are the new route in for scammers

Just when your Accounts Payable folks got down that they should never wire money just because your CEO tells them to in an email, the bad guys change things up again!

The latest twist on business email compromise: vendor email compromise (VEC).

And it's more sophisticated, more convincing and more costly than the earlier versions of this scam.

Much more costly.

The average transaction amount lost to BECs impersonating a vendor or client invoice is \$125,439, compared to \$50,373 when

impersonating a CEO, according to a recent report by the Treasury Department.

Check out four facts you need to know to keep your own team from falling victim to this latest fraud.

1. It starts in customers' A/R depts.

What might be the scariest part about this new iteration of this scam: It originates completely outside your company's control.

Crooks phish Accounts Receivable folks' emails at your vendors' businesses and that's where they start

(Please see Latest spin ... on Page 2)

IRS releases retirement plan limits for 2020

■ Employees will be able to contribute more almost everywhere

Let Payroll and Benefits know: The numbers they need to administer one of your company's biggest benefits have arrived.

IRS has released the 2020 pension plan limits and almost all of 'em are up:

- The contribution limit for 401(k), 403(b), most 457 plans, and the Thrift Savings Plan is \$19,500 (a \$500 increase).
- The limitation used in the definition of highly compensated employee under Section 414(q)(1)(B) jumps to \$130,000 (up from \$125,000).
- The limitation on deferrals under

§457(e)(15) concerning deferred compensation plans of state and local governments and tax-exempt organizations is increased to \$19,500 from \$19,000.

- The limitation for SIMPLE retirement accounts is \$13,500 (\$500 more).
- The additional catch-up contribution limit for individuals aged 50 and over increases to \$6,500.

One key exception: The limit on annual contributions to an IRA holds steady at \$6,000.

Cite: IRS Notice 2019-59.

Latest spin ...

(continued from Page 1)

collecting intel about their invoicing processes, timing, etc.

Then they look at specific correspondence between vendors and their customers (you).

They get a feel for the way your exchanges sound, the tones of the conversation, when you usually touch base, etc.

And all that helps them mount a convincing attack.

2. This program is the top exposure

Just how do they get their hands on all this information?

They exploit one of the most utilized enterprise tools out there: Microsoft OneNote.

Between that or DocuSign, staffers are tricked into handing over their credentials that gives crooks access

to a wealth of information. Then they study up to make a convincing case and send their request from a legitimate email address to make it virtually impossible to detect the scam.

3. They'll pick a real invoice that's due

All this info-gathering also gives these scam artists the ability to submit an actual invoice you have due.

By watching invoicing patterns crooks know when your vendors bill you, so they're able to email a specific request for a payment that your own Accounts Payable people are expecting!

That really stacks the deck against you. Now you're getting an email directly from the vendor, that sounds just like your contact there, requesting payment for a regularly-scheduled invoice.

Except for this one small detail ...

4. This is the dead-giveaway detail

The VEC email will have to include a change in banking information so that the payment gets rerouted to the criminal's accounts.

So the phony request will always include a new bank account number.

And that's where your team must catch it and stop the fraud before a dime leaves your company.

If you don't already have one, the time is now to make a strict policy against changing any payment information simply on a vendor's email say-so.

Watch the timing too – the fraudsters tend to send their phony invoice a week before A/P would expect it.

Adapted in part from "Vendor Email Compromise is Latest Identity Deception Attack," by Kevin Townsend, at securityweek.com and "New Silent Starling Attack Group Puts Spin on BEC," by Kelly Sheridan, at darkreading.com; for the Treasury report, go to [fincen.gov/sites/default/files/shared/FinCEN_Financial_Trend_Analysis_FINAL_508.pdf](https://www.fincen.gov/sites/default/files/shared/FinCEN_Financial_Trend_Analysis_FINAL_508.pdf)

Sharpen your JUDGMENT

This feature provides a framework for decision making that helps keep you and your company out of trouble. It describes a recent legal conflict and lets you judge the outcome.

■ No bonuses this year: Did firm do anything wrong?

Production supervisor Jim Conklin knocked on CFO Bill Keeper's door.

"Hi Jim, come in. What's going on?" asked Bill.

"Well, one of our machine operators, Carlos Rivera, has been complaining because the company didn't give out Christmas bonuses this year. And he's gotten one for the last seven years," said Jim.

'The bonuses were gifts'

"Yeah, I knew there'd be some backlash, but the bonuses were gifts, not part of the compensation.

"It's unfortunate we had to discontinue them this year because of budget cuts, but we never told employees when they were hired they're part of their wages," said Bill.

"Carlos says the company can't just stop handing them out without telling everyone. He says everyone in the union's pretty upset too," said Jim.

Carlos filed a lawsuit over the lack of Christmas bonuses, claiming his employer handed them out consistently every year and employees relied on that money.

His lawyers claimed it was a "condition of employment" for union workers and an expected part of their wages, so it shouldn't have been discontinued without warning.

Bill's company fought the lawsuit. Did his company win?

■ *Make your decision, then please turn to Page 6 for the court's ruling.*

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They're building up that cash mountain again ... is your firm?

■ *Caution the name of the game, says latest AFP Corporate Cash Indicator*

The holiday eating “hangover” hasn’t even kicked in, but many of your fellow CFOs are already going on a liquid diet.

That is, they’re seeking greater liquidity in their cash flow management practices.

This quarter, more than a third (36%) of your peers plan to expand their cash and short-term investment balances.

That’s according to the Association for Financial Professionals’ latest Corporate Cash Indicator.

Less aggressive investments, too

And while one in five are ready to get more aggressive with their cash, there’s still a 16-point net jump in the

reserve-building strategy.

That’s one of the highest forward-looking figures since AFP started collecting the data back in 2011.

Even within the short-term investments, CFOs say their aggressiveness has dropped dramatically.

So how does your current cash management strategy compare?

Whatever that strategy is, make sure it’s understood, not just by everyone in Treasury, but in other areas with the ability to influence and execute it.

Info: For more on the latest Indicator, go to afponline.org/ideas-inspiration/topics/articles/Details/study-u.s.-firms-remained-cautious-with-their-cash-in-3q19

FOR MORE ...

To see how these attitudes compare to a few years back, go to cfoandcontrolleralert.com/new-treasury-benchmarks-offer-snapshot-of-your-peers-risk-tolerance

Health coaching curbs chronic condition costs

■ *Spending now for an on-site specialist saves money in the long run*

Are your wellness programs or health risk assessments doing enough to get your employees healthier? Many experts say they aren’t enough to affect real change.

That’s why firms are hiring health coaches to help manage costly chronic conditions, like diabetes and obesity.

Employees who work with health coaches save their employers, on average, \$586 a year, says a Health Fitness study.

10% reduction in health risks

One firm, Wisconsin Department of Employee Trust Funds, hired a health coach through StayWell to meet with

employees once a month and has seen a 10% reduction in health risks.

A health coach will help employees to lower presenteeism, decrease stress and curb unhealthy behaviors.

Coaches can help employees onsite, by phone or online, as well as offer group support through video conferencing or discussion boards.

So what can you expect to shell out for such a benefit?

On average, a health coach can cost \$140-\$165 per person, according to health coach provider WellSteps.

Adapted from “Finding health coaching that really works for employees,” by Caroline Hroncich, at benefitnews.com

ECONOMIC OUTLOOK

■ No rest for the weary! Election Watch begins

Well, the polling places have barely packed up their machines and all eyes have turned to Election 2020.

And little surprise, the economy is expected to play a major role.

With just under a year to go and a lot of question marks lingering, here’s where we’re at now.

Before and after the election

More than any other issue, the health of the U.S. economy has the potential to get Trump re-elected.

And if the election were held tomorrow he’d have a good chance, when you look at record low unemployment and steady GDP growth.

But insiders say the president must make headway on one of his two main economic goals to seal the deal: getting his North American Free Trade Agreement replacement approved and finding some resolution to the China trade war.

Once the next four-year resident of 1600 Pennsylvania Ave gets decided, you can expect to feel it in the Stock Market. And while it’s still early, a recent survey by John Tudor Jones makes some S&P predictions:

- a 15% boost for Trump’s reelection, and
- a 25% drop for President Warren.

Which Dem does Jones think would do best for us? Pete Buttigieg.

Hang on, folks – this is just the beginning.

(cnbc.com/2019/11/03/trump-2020-election-bid-to-be-defined-by-economy-china-trade-deal.html and cnbc.com/2019/11/05/tudor-jones-sees-stocks-down-25percent-under-warren-up-another-15percent-on-trump.html)

EFTPS: What's changed for this year; the word straight from IRS

■ *Many of the adjustments done in the name of greater security*

If your company pays its federal taxes via EFTPS, you should be aware of several new developments for this year.

IRS just updated the site's homepage to enumerate the changes.

Here's what you can expect now.

How this year looks different

You're looking at four main changes:

1. New password requirements. Your old password won't cut it anymore – as of Oct. 24 IRS changed their password policies in the name of greater security. So the next time you access EFTPS, you'll need to create a new one.

2. New payment confirmation emails. If you'd like the peace of mind your tax payments made it through the system, you can now have it. Just supply an email address when you pay and you'll receive a confirmation

email. IRS was quick to remind you to keep your guard up for scams – emails only come from the Service if you've requested them.

3. ACA Shared Responsibility Payments. If your company is on the hook for making shared responsibility payments under the Affordable Care Act, you can now do so through EFTPS. You'll need to select Form 4980H to begin making this payment.

4. Disaster relief and deadline extensions. Require some extra time to pay your federal taxes due to a natural disaster like a hurricane? IRS says you should look for the page marked "Tax Relief for Hurricane (Name of Hurricane) Victims" on its website.

Note: IRS is pushing EFTPS use hard for businesses of all sizes – the Service recently put out a release encouraging the system's use.

Info: eftps.gov/eftps

A better close without breaking the bank

■ *Small steps pay big dividends in improved processes and better data*

Quick: How reliable do you consider your monthly numbers?

If you hesitate, you're not alone. That's the boat many of your peers are in, whether due to a heavily manual process or rapid growth that spread responsibilities out.

Frequent corrections and re-statements create uncertainty that the numbers reflect an up-to-date financial reality.

And uncertainty leads to poor decisions ... or no decisions at all.

Drawing a process map

By mapping your close process you'll get a clear view of where

the process works and where the problems are:

- Who owns this task?
- What other processes depend on it?
- Where and when do errors show up?

Your team can see where responsibilities overlap and spot the biggest problem areas, so you'll know where you can improve quickly and affordably.

The map also will help prioritize ongoing investments you need to secure more timely and accurate monthly financial data.

Adapted from "The Ultimate Guide to a Pain-Free Financial Close Process," at tinyurl.com/transform569

MANAGING FOR RESULTS

■ Fix the wage gap (it could be holding your firm back)

Of course you'd like to resolve any pay inequities in-house, but it can seem overwhelming and time-consuming. And it is.

Here's why you need to do it: 60% of firms are working to resolve pay inequities, says the 2019 Pay Equity Practices Survey of C-Suite and Reward Leaders. So unless firms take steps soon, they could get left behind.

4 ways to level the paying field

Here's how to get started:

- **Build a pipeline for women:** Ask the recruitment team to have an equal number of female and male candidates in the pipeline. Or start initiatives to send more women to leadership conferences.
 - **Hire more women:** Take a look at the gender mix of recent hires. It's critical to start revising your hiring practices to strive for a more diverse team.
 - **Embrace a pay audit:** It's the only way to better understand your pay issues, where they exist and their root causes. But don't stop there, says Executive VP Cindy Robbins of Salesforce, which conducted an audit three years ago. Now the firm has an anonymous hotline so employees can report pay bias.
 - **Bust through bias:** Companies are hiring experts to hold unconscious-bias training to create awareness that a gender bias problem exists. For example, a supervisor may assume male clients will not respond to a female presenter.
- (Adapted from "The CEO Found Out His Company Was Rewarding HR Execs for Paying Women Less. This Is What He Did Next," by Kate Rockwood, at inc.com)*

Our subscribers come from a broad range of companies, both large and small. In this regular feature, three of them share success stories you can adapt to your unique situation.

1 **3-pronged attack spurred A/P improvement**

Our business was growing, and our current A/P processes couldn't keep up.

Of course, we couldn't just snap our fingers and magically revamp everything. Successful change takes time and thought to be done right.

Breaking it down

We came up with three broad areas for improvement, then took small strides with each one:

1. People. First, we looked at our

A/P staffers, tasks and responsibilities.

We saw that often, a seasoned staffer was the only one who handled a certain task. It was a sign of poor internal controls, so we decided to cross-train and spread the knowledge.

That was a win-win: Staffers got to expand their skills and A/P tasks were distributed better than before.

2. Process. Next we mapped our technical processes from start to finish as they currently stood. Then we mapped out what our ideal, future processes would look like.

We compared the two, noting the differences, and started making some of the smaller, doable changes.

3. Technology. More automation was a must, but we didn't want to break the bank. So we assessed the technology we already had in A/P to pinpoint specific facets we wouldn't need to invest more funds in.

This three-part plan was truly the kick-start we needed to improve A/P.

(Renee Kandravi, A/P Manager, CarMax, as presented at the A/P P2P Conference & Expo, Orlando, FL)

**REAL
PROBLEMS
REAL
SOLUTIONS**

2 **How we make year-end smoother for our team**

Finance and accounting pros know year-end is a lot of work – and it seemed to be the time when we got the most questions.

We were constantly getting asked, “When am I getting my W-2?” or “Why is my check lower this year?”

While we always gave them the answers they needed, we wondered if there was a way to make things more efficient so we could spend more time working on everything we needed to do to stay on task through the first

quarter of the new year.

Eventually we came up with a great idea: We started sending a “year-end memo” to our employees.

Offered detailed information

The memo answered the most common questions we got around year-end.

It also gave employees a breakdown of what they could expect to see in their checks in the new year – as well as any updates we needed.

We included detailed information

about tax rates, tax brackets, address verification, W-2s, W-4s, name mismatches and so on, along with our contact info in case someone had additional questions.

Good news: The memo is so clear that we rarely get questions anymore!

(Adapted from “Secrets of a Successful Year-End,” presented at the 2019 American Payroll Association Congress, Long Beach, CA)

3 **Our employees lost a ton of weight (literally!)**

When our medical cost trends became unmanageable – an 8% increase in both health costs and cost per-employee – we decided to make a change to our culture.

We rolled out a comprehensive health and wellness program, and our motto became: “The only viable long-term strategy is one that promotes improvement of overall health.”

The program was aimed at all departments and offices, but we soon found out some employees had their

own ideas on how they could improve personal health.

In fact, one of our offices said they wanted to put together their own specific wellness program.

A huge morale boost

Their program would be called “Let's Lose a Ton.”

The goal of the program was for workers in that office to team up and try to lose 2,000 pounds collectively.

We thought about the offshoot idea, and we couldn't find any

problems with it. After all, they weren't asking to replace our company-wide wellness initiative with their own program – they were simply adding to it.

In the end, the group lost more than the ton it had set as its goal.

And because they were given the freedom to do their own thing, there was a huge boost to employee morale.

(Barry Cross, Senior Director of Compensation & Benefits, Michelin North America, Greenville, SC)

Half of CIOs don't think their tech budgets are adequate, but most have found ways to make due

■ Renewed focus on efficiency can keep your IT spending in check

Ask most department managers if their budget is sufficient and you'll rarely receive an enthusiastic "yes."

And IT's certainly no exception. In fact nearly half (48%) of CIOs rate their budgets as either "somewhat" or "very" inadequate.

Even so, rather than coming back at you and asking for more, many are finding ways to boost their efficiency on their own.

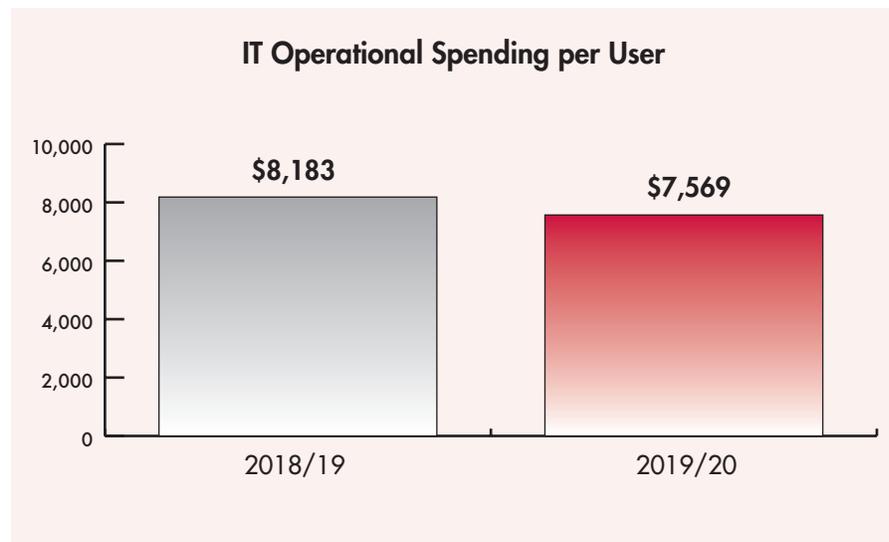
4 places to tighten up

Here's how IT departments are making room in their existing budgets:

- refreshing existing technology
- lessening their dependence on legacy systems
- outsourcing strategically, and
- using cloud infrastructure and applications.

If you're getting pushback from your CIO you might show them this.

SPENDING LESS ON MORE



Source: "IT budgets 2020: How the money will be spent, and who will spend it," by ZDNet

This is one trend you'll want to see within your own company as well. Not only are the operational costs per user down, but that's with an increase in the number of users at many companies to boot!

Sharpen your judgment...

THE DECISION

(please see case on Page 2)

Yes, the company won.

Initially, a judge had said discontinuing the Christmas bonus without letting the union know was a violation because it was paid consistently each year, so employees were justified in thinking it was an expected part of their wages.

However, on appeal to the National Labor Relations Board (NLRB), the company prevailed. When determining if a bonus is a "condition of employment" that should be negotiated, said the NLRB, two factors impact the decision:

1. whether workers received the bonus regularly, and
2. if the bonus was tied to any employment-related factors

(performance, longevity, etc.).

Although the bonus was paid regularly, it wasn't tied to any employment-related factors, so the NLRB said it was closer to a gift than to a term of employment, which meant the firm didn't have to inform the union before discontinuing it.

Analysis: Ensure holiday bonuses are discretionary

Many employers give out bonuses or gifts as a goodwill gesture, such as the traditional turkey or ham. But once you start giving employees cash of any kind as a holiday bonus consistently over a period of years, employees tend to consider the bonus part of their compensation.

To ensure you're not obliged to pay bonuses to employees, the best approach is to make clear in employment contracts and company policies bonuses are discretionary.

Cite: In re: Bob's Tire Co. Inc., 01-CA-183476, National Labor Relations Board, 7/31/19. Dramatized for effect.

Experts give their solutions to difficult workplace problems

Finance professionals like you face new questions every day on how to deal with everything from accounting and tax regulations to management and employment law issues. In this section, experts answer those real-life questions.

Unused fringe benefits

Q: An employee who left our company and participated in our qualified transportation fringe benefit plan just contacted us to ask for her unused benefits back since the money was taken from her salary. Must we refund her?

A: According to IRS, qualified transportation fringe benefits aren't the same as cash compensation, even when funded by an employee's salary reduction. The benefits are offered to employees only, so they should be treated like any other benefit an employer provides. Once an employee leaves the company for any reason, the person is no longer eligible to receive qualified transportation fringe benefits, regardless of whether they received the benefits along with their regular pay or agreed to reduced compensation in exchange for the benefits.

Social media policies

Q: As we update our social media policy we're sure we've covered the basics, but what are some lesser-known tips to avoid any legal issues?

A: To make your social media policy comprehensive, include the following, says Spencer Hamer (shamer@mrltp.com).

Note that offensive comments and personal complaints aren't protected. While discussions about working conditions and wages must be allowed, posts about personal gripes and inappropriate or abusive

comments don't have to be.

Require disclaimers on certain posts. You can make workers note that what they write online doesn't represent their employer's views.

Carefully lay out which social media accounts or blog posts belong to the company.

Missing I-9 documentation

Q: One of our employees couldn't present an acceptable document for us to complete Section 2 of Form I-9, but he had a receipt to show us he'd applied for one. Is this acceptable?

A: An employee can present a receipt instead of an acceptable document in three specific circumstances, says USCIS: 1) When it's been lost, stolen or damaged. This receipt is valid for 90 days, and the employee must present the document after that. 2) Workers can present Form I-94 with a temporary I-551 stamp and a photograph of the person. This receipt must be presented by the expiration date of the stamp or a year after the form's issue date. 3) Employees can submit the departure portion of Form I-94A with an unexpired refugee admission stamp or a computer printout of Form I-94 with an "RE" admission class. Workers must present additional documents within 90 days of hire.

If you have a question you'd like our experts to answer, email it to Jennifer Azara at jazara@cfodailynews.com

COMMUNICATION KEYS

■ Surprise benefit to telling an embarrassing story

That time you gave a presentation with toilet paper stuck to your shoe? When you called your colleague the pet name you call your wife?

Share those stories with your finance staffers – it may just spark some new creativity.

Researchers recently found groups and individuals come up with more ideas (and a greater variety of them) after hearing the boss tell an embarrassing story. And try not to boast about an accomplishment – that has the opposite effect.

Info: Communication Bulletin for Supervisors and Managers, 10/30/19.

■ One of the best compliments you can pay a finance staffer

Yes they're detail-oriented and numbers whizzes. But when it's justified, try bestowing this compliment on a team member:

"You're a great communicator."

This "soft" skill has become more and more important as Finance's influence spreads. And showing your staffer you recognize and appreciate this will go a long way.

Info: mentalfloss.com/article/525631/25-polite-compliments-you-can-pay-coworker

■ Beware this word: bimonthly

"We issue those reports bimonthly."

Better make sure your whole team is on the same page with this one. The word actually can mean either twice each month or every two months.

You'll want to decide on a uniform definition for your department.

Recent developments that can help your business stay ahead

EEO-1 reporting - Feds must go until Jan. 2020

If your company has still not reported its "Component 2" pay data for 2017 and 2018 to the feds, you're going to need to.

A court just ruled that the EEOC must continue its collection requirements until Jan. 31, 2020.

The agency previously planned to stop as soon as it hit 72% of employers, but worker advocate groups balked and the court sided with them.

Remember for Component 2 you need to report employees' hours worked and pay information broken down by job category, race, ethnicity and sex.

Info: eeoc.gov/employers/eo1survey

Warning: Work impacting Finance's mental health

Now's a good time to check in on your staffers' stress levels.

A disturbing 56.7% of accounting professionals said their workplace has a negative impact on their mental health. That's more than any other profession surveyed by Fishbowl.

With the most hectic time of the year upon us, you want to make sure your staffers are feeling supported.

New DOL rule helps small firms with 401(k)s

Smaller employers that might have avoided offering a retirement plan due to costs and administrative headaches, you have a new option.

The Department of Labor's final rule on multiple-employer plans (MEPs) became effective Sept. 30. MEPs can now be offered by associations of employers in a city, county, state or

metropolitan area, or in a particular industry or by professional employer organizations.

Info: dol.gov

Which extended stays have best price-to-value?

It's never cheap to put an employee up for an extended period of time. But some are less painful to the pocketbook than others.

Which extended-stay hotels offer the best price-to-value relationship?

The Business Travel News 2019 Hotel Brand Survey shows you how they rank:

1. Home2Suites by Hilton
2. Staybridge Suites
3. Hyatt House, then
4. Residence Inn by Marriott.

Info: businesstravelnews.com/Research/Hotel-Survey-Report/2019/Extended-Stay-Gains-Steam

Lighter side: Your team will gobble these up

Of course you're thankful for your finance staffers every day, but you're likely extra grateful for them at this time of year.

As they're gearing up for the year-end crunch try spreading a little levity with these Thanksgiving-themed jokes they can share at the table:

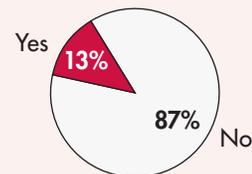
- Who isn't hungry at Thanksgiving?
The turkey because he's already stuffed!
- Why did the turkey cross the road twice? *To prove he wasn't chicken.*
- What do you get if you cross a turkey with a ghost?
A poultry-geist!

Info: For more jokes go to goodhousekeeping.com/holidays/thanksgiving-ideas/g22788839/thanksgiving-jokes

MEASURE UP

Ask Away!

Do you survey your vendors to ask them how you're doing serving them?



Source: InvoiceInfo's 3rd Annual Accounts Payable Customer Service Survey

Two keys to getting your vendor surveys answered: 1. Make 'em short (half of people will only spend five minutes or less), and 2. Put 'em online (a scant 3% of folks want to do a survey via snail mail).

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CFO

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The Purpose of CFO & Controller Alert

CFO & Controller Alert is a fast-read resource to help busy financial executives boost cash flow, control expenses, manage their resources effectively and stay in compliance with ever-changing regulations.

Each issue presents real-world examples of what worked and what didn't for CFOs and Controllers in a wide variety of industries – all in a concise format that saves you time.

Depend on this publication for the winning ideas you can put to work today to help your company manage growth.