

GLOBAL HR TRENDS REPORT 2017

MORE THAN 60 GLOBAL HR
PROFESSIONALS DISCUSSING THE MOST
IMPORTANT HR TRENDS IN 2017!

FIND OUT WHERE
OUR NEXT HR EVENT
WILL TAKE PLACE

P W O R L D

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IN 2016?**



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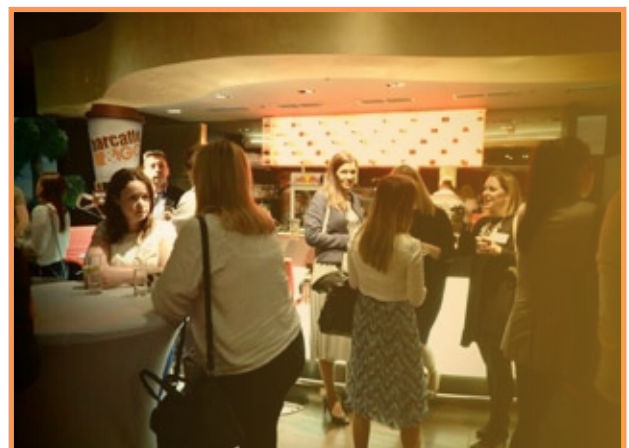
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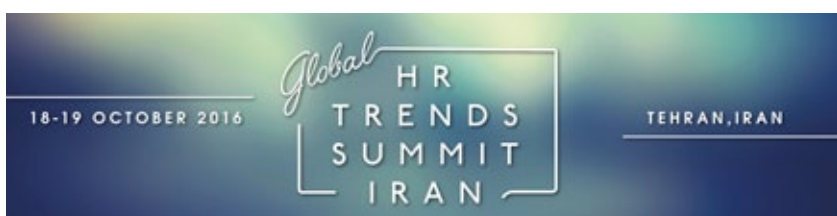
Gabrielle Metz: Global HR Summit Iran - Pannel Discussion





Held the **First Global HR Trends Summit** in Amman, Jordan.

Held the 5th edition of the **Global HR Trends Summit** in Zagreb, Croatia!



Organized the first international human resources event in Tehran, the **Global HR Trends Summit Iran**.

Produced the **First Global HR Trends Summit** in Beirut, Lebanon.



Made the 3rd edition of the **Global HR Trends Summit** Istanbul, Turkey.

Organized the first edition of the **Global HR Trends Summit** Podgorica, Montenegro.



DEAR HR COLLEAGUES,

A year ago we published the Global HR Trends Summit 2016 Report to give an overview of the HR Trends upcoming trends in the New Year. The report has been downloaded +2500 times in 94 countries around the world up until this day and we are honored that it has brought together so many different cultures, experiences and HR knowledge and offered a great opportunity to our HR colleagues from around the world for further growth and development.

In the past years we have held the Global HR Trends Summit in Iran, Jordan, Lebanon, Montenegro, Croatia and Turkey and it has been a tremendous experience to meet so many HR colleagues, dealing with more or less the same issues in their companies.

To give back to our growing global HR community, we have decided to create a NEW Global HR Trends Report 2017, containing the predictions of Global HR Experts on what the global HR community can expect to be the hottest trends in the upcoming year, what their HR plans are for the next year and what are the most important and slightly overrated HR trends in 2017.

Our esteemed body of global HR speakers has shared in their words what they think will mark and make an impact on the International HR Community, which trends will be predominant and how we can all prepare for what the future will bring in 2017.

Thank you for your support!

Q1 *What Are Your Predictions for HR in 2017?*

Q2 *What Is Your HR Strategy for 2017?*

Maud Durand: Global HR Summit Zagreb 5 - Pannel Discussion



Q1 What Are Your Predictions for HR in 2017?

Q2 What Is Your HR Strategy for 2017?



Alain De Dauw, VP HR Airtel Division,
Atlas Copco Airpower



Sergio Ezama, SVP & CHRO,
PepsiCo Europe & Sub Saharan Africa



Ramakrishna Movva, PHD,
Head, Strategic HR &
Organization Capabilities,
Emirates NBD Bank

Q1 Continued focus on **simplification**: e.g. stop bureaucratic performance appraisals, but focus on feedback culture every day.

Q2 Focus on international knowledge and expertise exchange, especially between Europe, China and India.



Colin Graham,
Director, International
Compensation & Benefits,
Facebook

Q1 Continued focus on **talent acquisition**, finding & retaining the best talent in an increasingly competitive marketplace.

Q2 We are focused on building for scale, ensuring we can continue to move fast & support the company's growth plans.

Q1 HR will continue to play a pivotal role in managing the tension between securing investments in critical capabilities to grow while managing an intense transformation and productivity agenda to either reinvest or support the bottom line of the P&L.

Q2 An acceleration of analytics and data based approaches to differentiated **Talent & Rewards** solutions combined with a proactive focus toward increased organizational efficiency and targeted drivers of engagement.



Frode Hvarring, Head of Human Resources,
EBU - European Broadcasting Union

Q1 Major HR players will shift from People data to Business analytics, regaining the center of a broader stage. We will let the **"Metrics people"** (such as Finance, Controlling etc.) measure, enabling the "People people" (such as HR and Learning) to think and propose action, based on the findings.

Q2 To simplify further, by the use of agile, attractive, self explanatory HR solutions which really help running the company.

Q1 Given the subdued economic outlook globally and regionally, I would say the challenge for HR will be to invest in people and processes in a most cost and time effective way. One approach to do this is to individualize development with a sharper focus on experience based real change that matters most and to simplify complex HR processes by stripping away all unnecessary bureaucratic procedures and empowering line managers.

Q2 Our strategic HR focus is to enhance the **leadership effectiveness** of current leaders while investing in the future leaders. We expect the leaders to become the champions of culture change in a fast changing business landscape where business disruption is increasingly becoming the norm.

Q1 What Are Your Predictions For HR in 2017?



Gabriele Metz,
Head of Talent Management
RMEA,
Ericsson

Q1 **Diversity and Inclusion** will be put on the agenda of all big players as a crucial enabler to business success in 2017. I noticed an increase in awareness on this topic over the last 2 years, yet there is still a lack of action, in terms of strategies and KPIs. In 2017 I expect more Multinationals to implement a clear agenda with targets and objectives around their biggest diversity and inclusion challenges, e.g. gender or generation. Performance management: Some companies have already started to change the way they manage performance through eliminating ratings and increased feedback. I see this trend strengthening significantly during 2017 with many more Multinationals to follow. Excellent change management will be required in these organizations to ensure the implementation is successful and achieves expected results.

Q2 In talent management we will continue to put a lot of focus on gender diversity and inclusion as well as developing our **Gen Y** talent pipeline, both male and female.



Rengin Onay, Group Human
Resources Director,
Coca-Cola İçecek

Q1 Getting closer and closer to business and leading HR with technology and data that understand employer and manager expectations.

Q2 Continue building engaged, high performing **One Team Culture**.



Mahdieh Mohammadali, Group
Human Resources Manager,
Aujan Iran Group

Q1 HR will be the main support of the business.

Q2 Changing the organization culture through people and **Company Values**.

Q2 What Is Your HR Strategy for 2017?



Ania Jakubowski,
Senior Executive (FMCG), Supervisory
Board Member,
Millennium Bank

Q1 ‘**Engagement**’ remains the ‘holy grail’ to understand and achieve. ‘**Hybrid**’ job roles and career models will continue to rise, and not just be accepted, but sought after. ‘**Experience**’ is everything. From hiring to retaining - at the heart of this communication and relationship.

Performance redefined - more focus on team outcomes/dynamics then individual performance and thankfully the death of the ‘year end’ performance review in place of regular coaching, feedback, reviews.

The continued rise of LinkedIn for talent search and recruitment.

Q2 Address the engagement gap - by building leadership capabilities in those around me - starting with awareness and accountability; Encouraging each individual to reflect on their personal leadership journey - starting by asking my favourite leadership question “Why would someone follow you?”

Q1 What Are Your Predictions for HR in 2017?



Sean Royal, Director of HR Cluster Operations and Area Director of Human Resources, **Hyatt Hotels**

Q1 In 2017 the UAE is not set to break any business sound barriers. Rather I predict that this will be a year of review and reflection. It will be a year of consolidation. As we ever so delicately tip toe around recessionary trends, 2017 will be a year where businesses will look toward leaner and more cost-efficient workforces, and new ways of doing the old (as opposed to any radical innovations). We will continue to witness the erosion of the traditional and somewhat rigid 9 to 5 work model, allowing for an increased acceptance of a more flexible approach to the constructs of work as we know it. Companies will continue to need people in a competitive labour market where talented people are scarce, increasingly more mobile and their commitment is finite. And at the core of our business, Human Resources professionals and business partners will continue to work harder, deliver more, and pull the proverbial rabbit out of the hat when it is truly needed.

Q2 It's all about people and gaining traction and greater alignment between our company's purpose and values and astute business deliverables and outcomes.

In 2017 we will build on our talent acquisition and development strategies, and perhaps more importantly, our strategies for retention.

Corporate Social Responsibility (CSR) will continue to be at the forefront of our business and marketing strategy, as will a revitalized and powerful Employee Value Proposition that clearly represents the spirit of the employee experience and brand commitment, and serves to differentiate us from the sea of sameness that often dominates the market perception of our industry.

Q2 What Is Your HR Strategy for 2017?



Barabara Wright Avlitis, Managing Partner, **The Wright Work Place**

Q1 Based on the current state of politics in the world right now, I think that the "human" aspect of Human Resources is going to become the priority. Fear and stress have become the new normal, work wide, and the workplace is no different. I believe the two big topics will be:

Organisational Resilience: People are required to do more with less and often face very challenging and sometimes frightening situations so they are in high-stress mode most of the time. It is not only the responsibility of the individual to manage their own stress but for the organization to create a company culture in which employees can thrive, feel safe and appreciate, as well as fully understand what is expected of them.

Diversity: Today's business world requires maximising the benefits of Diversity while minimizing the organisational risks that Diversity might present. Diversity no longer just means working with people of different culture backgrounds. It's far more than that. Diversity includes diversity of thought as well. Today's market pressures will require companies to become adept at navigating diversity within their employee ranks, customer base and regulatory bodies. Narrow-minded, non-inclusive working cultures will not be sustainable in the future. Diversity is also becoming the new normal.

Our 2017 business strategy is 3-fold and quite simple:

Q2 **ENGAGE:** Engage the most capable and enthusiastic partners we can find to help maintain a company atmosphere of competency and innovation.

VALUE: Once we discover and engage those capable people, work to help them feel valued, engaged and supported.

TRANSPARENCY: To maintain transparency with every aspect of our Human Resource management — involved associated with all aspects of the business growth.

Q1 What Are Your Predictions for HR in 2017?



Bjarte Bogsnes,
Vice President Performance
Management Development,
Statoil

Q1 I hope that both HR and Finance will understand that they need to work much more closely together to help their organisations perform better. Too often, HR preaches Theory Y leadership principles while **Finance is pushing Theory X** management processes. None of them see the inconsistency as they don't talk with each other (but a lot about each other). The line sees it, however, as conflicting messages hit them, again and again.

Q2 I hope that both functions will wake up from the illusion of control embedded in the label Performance Management. "If we don't manage performance there will be no performance" seems to be starting point for too many HR and Finance people. This is simply not true, but not necessarily bad news.

Q1



Catalina Schveninger,
Group Head of Resourcing,
Vodafone

HR will accelerate the adoption of digital to enhance the user experience and **AI / big data** to become smarter in predicting the type of talent organisations need, what great looks like and to tackle the challenges of having different generations at work. It's no longer just about millennials, it's about how to keep attracting and engaging different age and skill segments. In short, HR needs to be more tech and marketing savvy to stay relevant.



Dennis Kight,
Business and Technical
Leadership Partner,
IBM

Q1

Analytics will play an even larger role for HR in 2017. Traditional performance management systems will continue to disappear, and will be replaced with a more dynamic system that reflects the needs of the business.

Q2

Align with my business clients in order to enable mutual success.

Q2 What Is Your HR Strategy for 2017?



Sergio De La Calle,
Global HR Transformation,
Telefonica S.A

Q1

HR will be involved first hand underpinning some of the business trends like big data, cloud and even internet of things

Q2

HR priorities for HR across Telefónica:
Build talent and skills for business transformation.
Build a customer centric culture.
A Lean Organization, achieving simplicity and ensuring execution.
Online Digital HR, 100% on-line and streamlined HR processes.



Rob Veersma,
Global Director Training &
Development,
Gazprom International

Q1

HR more on the business agenda. **People make the difference**, and HR matures.

Q2

More alignment with the Business.

Q1 What Are Your Predictions for HR in 2017?



Luigi Maria Fierro,
Global Head of Performance
Management,
ING

Q1 **Performance Management** will remain the main HR priority but the IT solutions (data analytics, feedback app, single HR IT system) will gain importance as well.

Q2 Standardization is the rule. Not too many customized policies, not too many IT systems not too many process. The mantra is “One bank One HR”.



Haya A. Shanqiti,
PHR HR & OD Director,
MedLabs Consultancy Group

Q1 To have a **seat at the Executive Management Table**.

Q2 Higher Communication and More Transparency.

Q2 What Is Your HR Strategy for 2017?



Lucy Lockwood, Deputy Head,
Treasury, Processes
& Reporting Group,
CERN

Q1 “Nowadays, it’s not about the big eating the small anymore, it’s about the fast eating the slow” – I love this quote - Organisation ability to adapt rapidly to changing needs and cultures will be key – I hate to say ‘agility’ as it’s such an overused buzz word, but it’s a good one!

Q2 Sift through the ‘big data explosion’ to give **HR the crucial core** data they need to make decisions, fast.



Torben Pedersen,
Manager Oral Launch Plant Business
Support,
Novo Nordisk A/S

Q1 An increased focus on **Talent management** to ensure competitiveness. My hope is that we will see the death of event driven HR projects and say hello to long time sustainable business oriented HR initiatives anchored in structured processes.

Q2 To ensure that HR understands business and supports business and competitiveness.



Giovanni Everduin,
Chief People Officer,
Tanfeeth

Q1 2017 will hopefully really focus the debate around the future of work and how this will impact the workforce of tomorrow. This will take the debate beyond big data and analytics into the increasing impact that machine learning, AI, augmented reality and robotics will have on society and industry, as well as how HR will manage ‘big data privacy’ in a world of wearables and the lot.

Q2 Our 2017 focus is to leverage enhanced operational reporting and **predictive analytics**, combined with intelligent language processing, to develop actionable people insights that should translate into measureable business impact. There is an abundance of unstructured data available in the HR realm and our goal is to harness that data to support our business strategy.

Q1 What Are Your Predictions for HR in 2017?



Keith Robson, Interim Group Head of Talent, OD and Leadership Development, **Rolls Royce**

Q1 More companies refining their Visions and Values to communicate their business purpose - their 'north star'. Linked to this - more emphasis on employee brand - with companies wanting to map out more clearly their 'employee experience'. By 2020 75% of the workforce will be Millennials..... more companies will start to take this seriously.

Q2 **Focus on Strategic Workforce Planning** to drive greater alignment with future capability requirements and business strategy. Making the new Vision of the Company a reality through a clearly articulated employee experience. Preparing for potential volatility following the UK Brexit in March.



Youssef Salloum, VP Global Human Resources, **BB Energy**

Q1 Business driver

Q2 Culture/Leadership/Talent/Processes

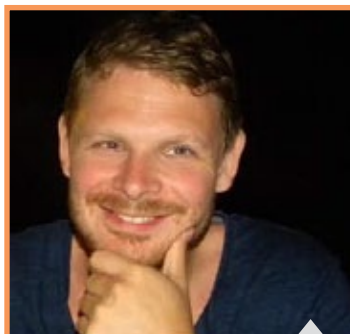
Q2 What Is Your HR Strategy for 2017?



Darek Lenart, SVP Human Resources, Worldwide Finance, **MasterCard**

Q1 Growing complexity of business and social ecosystem is calling for even more engaged **HR Leaders** that are able to shape the desired culture of the organizations... culture of accountability, innovation, entrepreneurship across all business units and geographies.

Q2 To support the business strategy through driving a culture of ownership and accountability by creating and nurturing the leadership skills and mindset.



Guido Helmerhorst, Social, Business & Technology Architect, **Air France/KLM**

Q1 **Mobile Continuous Learning** will take the next steps: that would be the emergence of a Virtual Reality Training center, powered by ones own mobile phone.

Q2 Going for the holistic approach: digitizing, data, analytics, engagement, are all interlinked and in a balancing act together, HR should be its designer.



Derek Bruce, Associate CIPD | Head of International Development, **ABN AMRO**

Q1 Continuing to link digitalisation and **data analytics to HR** and the employee experience proposition.

Q2 We are moving towards being business driven, providing simple and intuitive products, and retaining and attracting the right talent to transform our organisation to meet our clients needs now and in the future. This will be done by working closer with non-HR functions to ensure we are fully client centric.



Mike Thompson, Director Early Careers, **Barclays Bank**

Q1 Technology and digital will continue to change the shape of the future workforce dramatically and require HR to reshape businesses and manage organizational change at an unprecedented scale. Skills shortages and Brexit will change who and how we hire and develop skills.

Q2 **Develop an OD strategy** that leverages new technology, creates diverse teams and addresses future and current skills gaps.

Q1 What Are Your Predictions for HR in 2017?



Ivana Dojcinovska Stojanovic,
HR Director,
Wabtec MZT-Macedonia

Q1 Being in an era of a high developed globalization, we face the challenge to develop practices that can enable organizations to cope with increasing complexity and demands that go across the boundary of the functional and geographical hierarchy. I expect that the HR theory and practice will be focused on developing collaboration concepts that transcend geography, generation, gender and any other construct that divide us.

Q2 **Development and implementation** of innovative practices for attracting and retaining talent will remain our main task in 2017. We will have to adjust to the higher mobility of our workforce and the increased turnover. We will continue developing an organization that will help reduce the brain drain from our country.



Albert Hakkers,
Former HR Director,
Diageo

Q1 Agility and Innovations will be key for a **successful HR organization**.

Q2 Convergence of Business & HR strategy into 1 plan

Q2 What Is Your HR Strategy for 2017?



Vedran Rocenovic,
Executive Director,
Weon Montenegro

Q1 We, at WEON Human Resources, believe that companies will continue increasing the level of outsourcing recruiting processes to more specialised recruiting agencies. These agencies will proactively search and recruit "hard to get" talent and focus on working and personality assessments based on science.

Q2 The focus should definitely be on the **company culture**. Companies must create working environment where employees will feel their contribution towards creating positive impact.



Ofelia Nieto,
HR Manager,
Beiersdorf Holding

Q1 HR will contribute in building a stronger and more resilient organization that will help face the VUCA environment.

Q2 Facilitate **business achievements through people**, reinforcing their skills, working on resilient and positive attitude, engaging and adapting the organization with business needs.



Jean-Noël Thiollier,
Chief People and Inclusion Officer,
France, Benelux and MENA,
Dentsu Aegis Network

Q1 More and more individualization, more and more innovation to be different and better at attracting the best. More and more volatility of talent, newer ways of working and thinking in the workspace.

Q2 Move away from processes and reporting to focus on **individual response to talent**. Be transparent in managing their expectations.



Maud Durand,
EMEA Recruiting - Global Marketing Solutions,
Facebook

Q1 By 2018, 50% of the workforce will be led by the millennial generation. It will be decisive for **Talent Acquisition** departments to align their recruitment strategies to that booming population with methods just as resonant. It will mainly consist in developing social recruiting, improving (mobile) marketing skills and focusing on diversity recruitment.

Q1 What Are Your Predictions for HR in 2017?



Sophia Boleckis,
Head of Employee Engagement,
Tieto

Q1 HR will focus more and more on data centism and analytics and be a crucial tool for **HR success**.

Q2 Employee experience



Genta Tarko,
HR Coordinator,
LIFE Sh.p.k.

Q1 The HR discipline is going hand in hand with the latest technological developments, so I guess companies will be rightly spending more to provide HR Departments with the right HR Management **Platforms, Softwares and Programmes**. I think there will be an increased offer by software companies and as a result more alternatives for corporations from which to choose.

Q2 My personal HR Strategy for 2017 and that of my organization as well is that of the Employer Brand concept. It is the best thing to have an impeccable image in the market, thus breeding interest in the potential employees to work for you. This also generates excellent recruitment feedback, which is very important in HR.

Q2 What Is Your HR Strategy for 2017?



Kim Wellemberg,
HR Manager,
**Nespresso Denmark & Nordic
Shared Functions**

Q1 HR will need to drive the business by fostering dispersed innovation through organizational stability and resource allocation – securing the right capabilities to drive innovation projects, product/service launches and organizational agility.

Q2 **Build leadership capabilities** to continuously develop and drive the business, accommodating the needs and sociocultural behaviors of Generation Y, Z and Millennials. Drive empowerment, coaching capabilities and feedback culture.



Lea Tkalec,
Head of HR and Payroll,
Lidl Slovenija

Q1 Since work is not separated from (private) life anymore, but is an integral and enriching part of it, all efforts are concentrated on a great employee experience.

Q2 **Developing new ways to interact** with employees and finalizing the culture change.



Simon Watt,
Global OD Director,
Pentland Brands

Q1 2017 will see a proliferation of high-impact **Leadership Development**. We'll reach the critical mass of organisations who truly value inspiration, empowerment, coaching and communication as the factors that set tomorrow's winners ahead of yesterday's also-rans. We'll spend more time on developing our people to be the best performers they can be – and perhaps a little less time measuring tiny swings in the needle.

Q2 In terms of HR Strategy, my New Years Resolution for 2017 will be the same as many previous years: to be sure every person in the organization (including myself) is in the best possible situation to perform to the best of our ability.



Georgina Ibrahim,
Managing Director,
BESST Recruitment Services

Q1 Companies, especially in GCC region, will give more importance to HR, mainly when it comes to strategic decisions.

Q2 Developing **Staff Skills & Empowering them**.

Q1 What Are Your Predictions for HR in 2017?



Tim Wells,
VP Technology Solutions,
Equus Software

Q1 Over the last few years we have seen the number of international relocations increase and I think that will continue in 2017, despite some of the uncertainty around Brexit. I also think that integration between HR systems will be a **key focus on the technology** side as data sharing between platforms increases.

Q2 We have been through a period of rapid growth in the last 18 months and as such we need to ensure that we adapt our ways of working to continue to be an effective team. We have highly talented team and we need to continue to offer development opportunities and stretch goals to help them grow and deliver great solutions to our clients.



Hraztan Kalinian
HR Development Advisor
CEMEX

Q1 The in-depth involvement of the advanced technological tools that are growing at a fast pace, impacting all HR functions through providing better solutions and supporting HR.

Q2 More focus on culture and engagement starting from the candidate experience during the induction process to the improvement of engagement levels.

Q2 What Is Your HR Strategy for 2017?



Rainer Jensen,
Former Director of Organization
Development and
Executive Education,
CCEAG

Q1 If HR do not manage better to become true business partners, the business will increasingly reduce HR to purely administrative functions; these being outsourced already in many companies. The digitalization of processes require HR to become much faster, forward-looking and strategic as they in general currently are.

Q2 With a view to the increasing migration into certain labour markets **diversity and inclusion** management would be one of my strategic priorities.



Bo Germansen,
Business & cLean Partner,
Novo Nordisk

Q1 In times of success based on Innovation, Co-creation with customers and short **Product Life Cycles**, HR will prove itself instrumental in supporting new organisational structures, that built on highly empowered and flexible networks of cross cultural teams.

Q2 Building cultures that can proactively seek relevant 'Disruptions' and even introduce it themselves to ensure innovation and customer involvement at unprecedented levels.



Teddy Frank, Co-Founder, Humanenergetics, Inc.
Dennis Frank, Co-Founder, Humanenergetics Inc

Q1 Higher emphasis on developing sustainable performance behavior by getting the right mix of capability building and aligned incentives.

Q2 **Develop an OD strategy** that leverages new technology, creates diverse teams and addresses future and current skill gaps.

Q1 What Are Your Predictions for HR in 2017?



Charlotte Sweeney,
Author and Founder of Charlotte
Sweeney Associates Ltd,
Diversity and Inclusion Expert

Q1 There will be an increased focus on transparency and how companies are delivering their diversity and inclusion strategies. The UK Government, for example, is forcing companies to share information about their **Gender Pay Gaps**. The Women in Finance Charter is encouraging companies to set targets, and share progress, on gender representation. Companies will have to start sharing the impact of their diversity and inclusion commitments.

Q2 Continued focus on ensuring diversity and inclusion is positioned as a real enabler for companies to deliver their business strategies and not seen as an end in itself.



Sébastien Terral,
Vice President & Engagement
Leader, Senn Delaney,
a Heidrick & Struggles Company

Q1 Despite populist voter revolts in the UK, the US and elsewhere that have been at least partially connected to a backlash against immigration, the business community will continue to move toward more diverse and inclusive workplaces for a simple reason: it makes good business sense. In an increasingly competitive world, businesses simply must avail themselves of the best talent to be found anywhere. Diverse teams bring fresh perspectives and new ideas to vexing problems. Innovation will increasingly be driven by collaboration, as internal networks and teams **leverage diversity in thinking and experience.**

Q2 What Is Your HR Strategy for 2017?



Jeff Turner,
Learning & Development Director
EMEA,
Facebook

Q1 Many HR teams will continue to do the same things that they've always done and there will be little change. Others will start to really challenge their business leaders and will therefore become more relevant to their organisations. Hopefully there will be more of the latter.

Q2 **Agility and relationships.** Building a structure and operating model that will allow us to build strong relationships, but also gives us the flexibility that is vital. Finding great external partners which gives even more agility. Focus on the top 3 things that will best serve/build your culture and forget the rest.



Luigi Maria Fiero: Step Up - A New Performance Management Framework **GLOBAL PR SUMMIT Montenegro**

Q1 What Are Your Predictions for HR in 2017?



Masoud Golshani-Shirazi,
MBA, Fellow CIPD, DPM,
Golshani Associates

Q1 Things will become tougher financially and the importance of proving the value creation by HR will go up. Boards will look at their bottom line and will consider their operating model in the new world which has increase uncertainty and risk

Q2 Follow the money. Increase efficiency through better use of **technology and Shared services**, clear investment ROI on the value added services we invest in. Both of these in the context of better transparency, control and governance. Naturally the talent war is another important long term strategy which we must continue to win.



Anna Zakharova,
Global Talent Manager,
Unilever

Q1 In my opinion, the changing world of work will continue to challenge HR practices established decades ago.

New practices in performance management will still be discussed by HR professionals, followed by a growing interest toward more agile and flexible talent strategy & processes.

Technology & analytics will be another area where we will see some great innovations from HR community.

Q2 In 2017 HR will focus on driving more simple, more human and more impact agenda for accelerated business growth.

Q2 What Is Your HR Strategy for 2017?



Milena Rajic,
HR Manager,
JTI – Japan Tobacco International

Q1 In a world that is changing rapidly , hectic environment , new centers of economy and further technology development, I believe HR needs to be focused on **core processes** – especially performance and talent management , but in a way to make them clear and simple as possible and flexible enough to quickly adapt to new business requirements. HR needs to support business to cope with fast changing pace.

Q2 We will revise our main processes. We have started in 2016 already – to ensure that we understand which knowledge and competences are needed for achieving the goals, and to make sure we are using effectively all our tools to manage people toward the performance.



Barbara Wright-Avlitis: Interactive Workshop: Creating A Working Atmosphere That Drives Performance And Builds Employee Resilience
GLOBAL PR SUMMIT Beirut

Q1 What Are Your Predictions for HR in 2017?



Ron Thomas, Managing Director Strategy, **Focused Group**

Q1 This time of year has always been a time of reflection and prognosis of 2017.

I remember years ago, being asked by an HR publication to give my thoughts on 2009. I think I pretty much nailed it as the feedback was on point. However, for 2017 there is but one item that HR has to be a driving focus of

Building HR Departments as an In-House Consultancy.

The goal of every HR department is to move towards building a Human Capital Consultancy embedded into their organization. If we are the experts in this space, we should provide wise counsel on all things related to talent within the organization.

The first step of that is to understand what an organization's goals are for the upcoming year. I am always amazed when I ask that question to HR audiences a few hands will pop up. So my thought is that you are the expert around talent and you do not know where your organization is headed via talent. So sad but true.

If you are the architect in charge of building out the workforce to align with the strategic initiative and you do not know what they are, it is like driving blindfolded.

This is easier said than done however. Every consulting firm has a model in their approach to business challenges. They proceed in using that model in basically every given case. Follow the model and you build a professional approach. You give a solution over the phone or in conversation, it ultimately brings no value as it was not approached from a professional vantage point.

If you were to google “consultancy models”, you would come up with numerous prototypes. There are no right or wrong approaches just different versions of solutioning process. Review them all till you find an approach that you feel comfortable with. You approach every issue as you were running your own consultancy practice. What steps will you take? If you have a workplan it becomes easier the more you use it.

Either way if you want to build brand value in what you do, you have to earn it. It will not be given.

Q2 What Is Your HR Strategy for 2017?



Ravi Singh,
Founder General Manager,
Bluefin Consultancy

Q1 Global market is going through drastic change. As we venture into the new era, HR has to step up the game and take an elevated approach towards commercialism, consumer behavior and the new aged thinking, influenced by the new generation. It's do or die. Those that are ahead of time will succeed in developing their brand. The time has come for HR to take a strategic lead in a highly competitive world.

Q2 **Business Strategy.** Working with the CEO and his/her senior executives in developing streamlined milestones to move business forward.


Systems. Given that the cost of running a business is high, streamline the company's structure, systems and processes to ensure a lean machine is in operation to meet the demands of the new aged thinker.

Learning and Development. Always provide practical working models to be implemented at work and measured.

Coaching. The key to business growth is coaching the leaders to understand the mechanics of business. Running a business now is scientific, more and more growing towards the trend of intelligent workforce.

Culture. The key to growth, that triggers engagement at the highest level helping companies link engagement to sales and profits.

WHAT IS THE MOST OVERHYPED HR TREND FOR 2017?



- **Talent shortage / Talent War. There is no such thing.**
- The buzz word happiness will disappear again, whilst engagement will remain on the agenda.
- **HR PROCESSES AND PROCEDURES THAT DON'T ADD VALUE TO THE BUSINESS**
- Marketing of HR function
- Recruitment Agencies
- **HR Analytics**
- Performance Management will 'calm down'
- Overhyped: Performance reviews
- Analytics needs to move from (over)hype to actual trend; many people talk or write about it, yet few have actually made real strides towards building a capability.
- "Automated" recruitment: human factor and judgment remains key in recruitment
- **Milenialmania**
- Discontinuing Performance Management schemes.
- Millennial and Generational differences - in some cases age doesn't mean that employees want different things, so let's stop putting them in boxes
- **Getting rid of performance ratings**
- **Overdoing in complex HR analytics - they are describing the past, and we are already in the future**
- HR administration
- **Big data analysis.... HR is all about giving energy to a company not generating reports**
- Unconscious Bias training is overhyped – yes, it is an important element of creating more diverse and inclusive workplaces but it is one of many important elements – it is not the 'single silver bullet'
- Numerical Performance Management



WHAT IS THE MOST IMPORTANT HR TREND FOR 2017?

- Digitalisation, the impact of it for HR. HR needs to change, as work is changing
- Workplace Intelligence
- A more rigorous approach towards Diversity and Inclusion
- **HR Analytics**
- Cultural Intelligence: the capacity to adapt and act in other cultures than your own!
- **PUT EMPLOYEES FIRST!**
- **Engaging Talent**
- Understanding the business and your customers
- Strategic Workforce Planning
- Empowerment
- **Innovation – if not being innovative in HR, then foster innovation in the organization**
- Moving from the Era of Talent to the Age of Organizations
- **Data, data, data... HR being able to read what data tells so that they can consult people managers on what is going on and build strategies on establishing the best place to work culture**
- **Building global expertise communities in and outside your company**
- *Inclusive Leadership*
- The Employer Brand concept
- Building a Resilient Employee Experience
- **In general the global trend across industries is Outsourcing/ Off-shoring of transactional processes of HR and payroll...**
- **A shift back to a more reasonable form of Performance Management system, between traditional year-end reviews and a laissez-faire, hands off approach**
- Transnational collaboration
- *Cross cultural team-cooperation*
- *Culture*

COMPANIES THAT HAVE ATTENDED THE GLOBAL HR TRENDS EVENTS:

| | | | | |
|---|--|--|---|--|
| Asocijacija HR Profesionalaca | Azercell Telecom | Dolphin Energy | IDES LTD | Metro Cash & Carry |
| Atesghah Insurance Company | Azercosmos | Dr Rantasa | IDS Borjomi Georgia | MF banka |
| Avus Capital Ltd | Azerfon | Droga Kolinska Dooel | Ikea Srbija | MHR |
| Bel Medic | Azernews | Dzavna lutrija Srbija | Ilirija | Microsoft |
| BP | B.I.M.Ltd | Dubai Chamber | INA d.d. | Ministarstvo socijalne politike i mladih |
| Carlsberg Srbija | B.net Hrvatska | Dubrovnik-Babin Kuk | Inci Holding | Ministry of Education |
| Eaton Electric | Badel 1862 d.d. | Dukat | Inditex Turkey | Ministry of Internal Affairs of Georgia |
| Ecolab | Baku Grand Prix | Dunav Osiguranje | Info Lab d.o.o. | Mitsubishi Corporation |
| PASHA Insurance | Baku White City | E kapija | Infobip | MLEKARA a.d. Bitola |
| Represent Communications | Baltika-Baku | Easy Service Azerbaijan | Infostud | Mobexpert group |
| State Oil Company of Azerbaijan Republic | Bambi-Banat ad | Eaton Electric | Innovation Institute | Moitel LLC |
| ULTRA | Banca Intesa ad Beograd | EduCentar | Inovativni trendovi | MojPosao |
| Vzajemna zdravstvena zavarovalnica | Bank of Baku | Egis | Insurance Company Aldagi BCI | Msheieb Properties |
| 24 sata | Bank Respublika | EHRMA | Inteltek Internet Tehnologji | Mtel |
| A.T. Lease | Banka Varaždin | EKO Srbija-Hellenic Petroleum | Intercomp Outsourcing | Mtv |
| AAG Komunikacii | BAPM | Ekonomika fakulteta v Ljubljani | Intersun Menecment Kompani MMC | Naftna Industrija Srbije |
| AAW Consulting Engineers | BASF | Elcon Gerateebau | Intesa Sanpaolo Card | National Bank of Abu Dhabi |
| Abbott Laboratories S.A Representative Office | Basler | Electus DGS | Ipekyol | National Bank of Serbia |
| AccessBank | BAT Turkey | EMBAWOOD | IsBank | NECTAR DOO |
| Accord | Bayt.com | Energoprojekt Holding | Iskon Internet | Nelt co |
| ACE Group Consultants | Belgrade in your pocket | EnerjiSA | Italferi(Pars Consulting) | Nemetschek Bulgaria OOD |
| Acibadem Health Group | Beni Suf Cement Company | Eni Croatia B.V. | Ivekovik savjetovasnja | Neoplanta |
| Across Company d.o.o. | Beohemija doo | Enikon Composite | Iventa Croatia | Nestlé Adriatic |
| Actavis d.o.o. | Big Bang d.o.o. | EOS Matrix | J.P. SRBIJAGAS | Nestle Bulgaria |
| ADA University | BILLA d.o.o. | Erdemir | Jadran Galenski Laboratorij | New Europe Resourcing |
| Addendum | BIPA d.o.o. | Ericsson | Jadranska hoteli | New Georgia Production |
| Adecco Hrvatska | biznesinfo.az | Ernst&Young d.o.o. | Jadranski Naftovod | Nexe Grupa d.d. |
| Adel Kalemclik | Biznis i finansije | Erste Bank a.d. Novi sad | Jaidah Group | NIS a.d. |
| Adidas Croatia | Black Sea terminal | Erste bank A.D. Podgorica | Jamnica | Nissan |
| Adidas Serbia | Blanchard International | Erste Card Club d.o.o. | Janez Kostanjšek | NIVEA Beiersdorf Turkey |
| Adria Media Serbia | BNP Paribas | ETEM Bulgaria AD | JobMaster | Nobel Ilac |
| Adriatic Media Grup | BORICA-BANKSERVICE AD | Eurodesign | Jobs.day.az | Nobel Oil |
| Adriatic Properties | Bosch Siemens Home Appliances | Evayap Palm Oil Soaps | Johnson Wax | North West construction |
| Adriatic Slovenica | Bosnalijek | Expertus solution | JSC Silknet | Northern Border University |
| Adriatic.hr | Boulevard Hotel | expressbank | JT International | Norwegian Humanitarian Enterprise |
| AFK | BP | Fakultet za medije i komunikacije | Jurkovic savjetovanje | Nova Europa Zapošljavanje d.o.o., |
| AG Bank | BriSA | Farmers'Ethanol LLC | Kadrovka Zveza | Nova TV |
| Agencija za komercijalnu djelatnost | British American Tobacco South-East Europe | Fashion Company | Kamenitza GSS | Nurgun Group |
| Agencija za obrazovanje odraslih | British American Tobacco UK | Ferrero | Kapital | OFFICE PLUS |
| Agito | BSC-Group | Filaks | Karanovic&Nikolic OD | Oglasnik |
| Agrokor | Bunge | FINCA | Kaufland Hrvatska k.d. | OJSCo Azercosmos |
| AIESEC | C.A.T. International | Fircroft Engineering Services | KAZ Group | Omega Pharma |
| AIKON Construction | Cairo Three A | Fireworks | KBC Banka | OMV Hrvatska d.o.o |
| Air Serbia | Calik Holding | Forte Consultancy Group | KCAD Tiefbohrergesellschaft mbH | OMV Srbija d.o.o |
| AirTies | Cargill | FP7 | Kempinski hotel Adriatic | One2grow |
| Akrapovic | Cargotec Croatia | Franck | Kim Tec d.o.o | Oracle |
| Aksa Acrylic Chemical Company | Carlsberg Srbija | Frankfurt School of Finance & Management | Knauf Insulation | Orbico |
| Al Ahly Capital Holding Company | Caspian Marine Services limited | Fruvita d.o.o. | KOMTEC LLC | Organik Kimiya |
| Al Mana | Caucasus Online" LLC | FX3X | Koncar Electrical Industries Inc | Orion telekom |
| Al Mansour Automotive | CBS CONSULTING | GARANTİ EMEKLİLİK VE HAYAT | Kordsa Global | P&G Azerbaijan |
| Al Masry Al Youm Media Corporation | CEMEX Egypt | Gazakh Cement Plant | KPMG d.o.o. | Pasha Bank |
| Alca Trgovina | Cemex Hrvatska | GAZELU GROUP | Kraft Foods | Pasha Holding |
| ALD AUTOMOTIVE | Central Bank of Azerbaijan | Generali Bulgaria | Krka | PD Elektrovojvodina |
| A-Level | Ciceron Komunikacije | Gi Group HR Solutions | Kuća postignuća | PE Electric Power Industry of Serbia |
| Alexander Hughes d.o.o. | Ciklopea | GlaxoSmithKline | Kuehne & Nagel LLC | Peak Games Turkey |
| Alimex Aluminijum | Ciment de Sibline | Global Gourmet | LC WALKIJI | Pedersen & Partners |
| Allianz | Citi Bank | Google | LEDO | PETROLEUM INDUSTRY OF SERBIA |
| Allianz Zagreb | CitiBank Turkey | Gospodarska zbornica Slovenije | Leoni Wiring Systems Southeast | Pevac |
| Alpha Bank Srbija | Coca Cola HBC Hrvatska | Gradevinska direkcija Srbije | Liberty Bank | Pfizer Turkey |
| Amadeus M.A.J. | Coca Cola Hellenic | Grand Prom d.o.o. | Lidl Hrvatska | Philip Morris Services |
| AMCHAM | Coca-Cola HBC - Srbija | Grave Hrvatska d.d. | Lidl Slovenia | Philip Morris Zagreb |
| AMERIABANK CJSC | Coca-Cola Icecek A.S. | Groupone | Limundo , Milentija Popovica 5b , 11070 | Phoenix Pharma |
| Amoun Pharmaceuticals Co. | Commercial Bank of Qatar | Grundfos Srbija | Beograd, Srbija | PIK Vrbovec |
| Amwaj Cathering | Competo | Gun.az | Linkedin | Piraeus Bank |
| Antal International Adriatic | Comtrade Solutions Engineering | H&M | LinQuality Translation | Piraeus Bank Belgrade |
| AO Sarajshvili | Concern Bambi | H.art development center doo | Ljubljanske mlekarne | PKC Wiring Systems DOO Smederevo |
| Apatinska pivara | CONFLUENCE PROPERTY MANAGEMENT DOO | Harburg-Freudenberger Belisce | Loking Electronics | Salinacka bb, 11300 Smederevo Serbia |
| Apple Turkey | BEOGRAD | HAVELSAN A.Ş. | LOK Microcredit Foundation Sarajevo | Pliva Croatia Ltd |
| Arab Investment Bank | Constanta Bank | Helb | L'Oreal | Podravka |
| Arenaturist | ConsulTeam d.o.o | Hemofarm | L'Oréal Adria | Poliklinika Identalia |
| Argentum | Cosmo Bulgaria Mobile Ead | Hempel Paints | Lufthansa Technik Sofia | PORR BAU GmbH |
| Arkas | CP Turkiye | Hewlett Packard | M SAN GRUPA | Posao.hr |
| Artis Rei | CRA Holding | HILL Zagreb d.o.o. | Macedonian HR Association | Poslovni turizam |
| ASA Holding | Credit Agricole Bank | Hilton Hotel | Magazine Boutique Baku | Prag d.o.o |
| ASCO | Credit Agricole Srbija | Hilton Imperial Dubrovnik | Magneti Marelli | Press dnevnice novine |
| Aspire Academy | Crnogorska komercijalna banka AD | Holcim | Maistra d.d. | PricewaterhouseCoopers |
| Asseco South Eastern Europe | Croatian National Bank | HoldINA doo | mak.az | Privredna banka Zagreb |
| AstraZeneca | Croatian Post | HR Angels | Management Centre Europe | Pro Plus |
| Ata Bank | D Marin Isletmecilgi Turizm ve Yon Hiz | HR Blogger | Manpower Bulgaria | ProConsulting Organisational Development |
| AtaHolding | Danfoss Trata | HR Centar | Marbo Product | PSP Pharma |
| AtaSigorta | Danone Nutricia | HR Pro d.o.o. | Maridive | Qatar Foundation |
| Atlantic Grupa | DDLAR Group | HRG Serbia (Philip Moris) | Market | Qatar University |
| Atria Group SEE d.o.o | Dekra zapošljavanje d.o.o. | Hrvatska banka za obnovu i razvitat | Masrawy | Qlobeks |
| Autostar Kaukasus | Delhaize | Hrvatska Lutrija | Matrix accounting office | Racio razvoj |
| Avaks | Delmax d.o.o. | Hrvatski Telekom | MBask | Radio 3 |
| Avon Cosmetics | Deloitte | HSBC | McCann Erickson PR | Radio and television station "Studio B" |
| Avus | Deloitte & Touche | Human Consulting | MECCA Consulting | Raiffeisenbank Austria |
| AXA MBASK | Delta DMD | HUP ZAGREB | Mega Insurance | RAMIRO |
| Aygaz | Delta Generali Osiguranje | HYPO ALPE-ADRIA-BANK | Mellon Serbia | Raya Contact Center |
| Azerbaijan Caspian Shipping Company | Delta Holding | IBM Hrvatska | Mentor Graphics | Raya Holding |
| Azerbaijan Diplomatic Academy | Delta Maxi | IBN Sina Pharma | Mercator d.d. | Reckitt Benckiser |
| Azerbaijan Fibro Cement | DHL International | ICL Services | Merck Serono | REWE GROUP Pnn Croatia |
| Azerbaijan Investment Company | Doğuş Holding | IDEA | MERCK SHARP & DOHME | Rhea d.o.o. |
| Azerbaijan Marketing Society | Doğuş Otomotiv | Ideahub | Merge | Rio Sava Exploration |

COMPANIES THAT HAVE ATTENDED THE GLOBAL HR TRENDS EVENTS:

| | | | | |
|--|--|---|--|---|
| Riviera Adria d.d. | Victoria Group a.d | Mercator, d.d. | Lotus Tejarat | Kordsa Global |
| Romantic | VIP Club Concierge | Telekom Slovenije d.d. | Mapna Group | ENERJISA ENERJİ A.Ş. |
| Roto | Vipnet d.o.o. | Gospodarska zbornica Slovenije | Sepahan Oil Company | Enerjisa İstanbul Anadolu Yakası Elektrik Perakende Satış A.Ş. |
| RSL | Vision Fund AzerCredit | Coca-Cola HBC-Srbija d.o.o. Zemun | Savola Iran | Enerjisa Başkent Elektrik Perakende Satış A.Ş. |
| Rudnap Group A.D. | Visteon Tunisia | INTEREUROPA D.D. | Nestlé Iran P.J.S. Co | Toroslar Elektrik Dağıtım A.Ş. |
| S&T Macedonia | VIVACOM | Air Serbia | Fanap | İstanbul Anadolu Yakası Elektrik Dağıtım A.Ş. |
| SABANCI HOLDING | Vodovod-Osijek | Pik Vrbovec | Avaye Hamrah Hooshmand Hezardastan | Socotab Yaprak Tütün |
| SABIC | Vojvodanska banka a.d. | Jamnica | Danieli | Türk Tuborg Bira ve Malt Sanayii A.Ş. |
| Salveo | Vzajemna | Agrokro | Aryanpour School of Culture & Education | Temsa |
| Sanofi-Aventis | Wabtec MZT | Ralu Logistika d.o.o. | Hi Web | ATOS A.Ş. |
| Santral Elektrik | Westum | KNAUFINSULATION | MCI | Allianz Sigorta A.Ş. |
| Savola Group | Wrigley | CME Media Services Limited | Kayla Group | ANADOLU HAYAT EMEKLİLİK A.Ş. |
| Sberbank Srbija | Wuzzuf | GlaxoSmithKline d.o.o. | Digikala | Doğuş Planet Elektronik Ticaret ve Bilişim Hizmetleri A.Ş. |
| SCIB Paints | Xalq Bank | Nova TV d.d | Asiatech | PEPSICO INTERNATIONAL |
| Sedam IT | Xalq Sigorta | dm-drogerie markt d.o.o. | Bazaar Negar | Nestlé Türkiye Gıda San.A.Ş. |
| Selectio Kadrovi | Xella BH | Infobip | Omran Azarestan | British American Tobacco Tütün Mam. San.ve Tic. A.Ş. |
| Senior Consultant ICAP Srbija | Yapi Kredi Bank Azerbajian | Privredna Banka Zagreb | ASFALT TOUS | YUDUM GIDA SANAYİ TİCARET A.Ş. |
| Serbia Investment and Export Promotion Agency | Yıldız Holding | Intesa SanPaolo Banka | Oil Industries Engineering and Construction | Ferrero Türkiye Çikolata ve Tarım Ürünleri Sanayi ve Ticaret A.Ş. |
| Shaker Group | Youngculture d.o.o | Privredna Banka Zagreb | Hasin Technology | Diş Ticareti A.Ş. |
| Shaya | YU POINT d.o.o | Podravka d.d. | Biosunpharmed | Consulta |
| Shell | ZAGREB AIRPORT Ltd | Kaufland Hrvatska k.d | Saman Insurance | COCA-COLA ICECEK AS. |
| Sheraton-HUP-Zagreb | Zagreb School of Economics and Management | IN2 d.o.o. | Saziba | Ünlü Menkul Değerler A.Ş. |
| Shinwon | agement | E-Search d.o.o. | MAHAK Highly specialized Pediatric Cancer Hospital & Research Center | ENERJISA ENERJİ A.Ş. |
| Shlumberger | Zagrebac̃ka banka d.d., | Hrvatska Lutrija | Rosha Department Store | DSV HAVA VE DENİZ TAŞIMACILIĞI A.Ş. |
| SHRA | Zagrebac̃ka Pivovara | Dukat mliječna industrija d.d. | MMESELECT | Aktif Bank |
| Siemens | Zavarovalnica Maribor | Atlantic Grupa d.d. | SaravaPars | Acıbadem Sağlık Hizmetleri ve Tic. A.Ş. |
| Siemens | Zdravljje - Actavis | Tagro d.o.o. | GE, Alstom Grid SAS | Borusan Holding A.Ş. |
| Silatech | Zerkalo | Selectio d.o.o. | Anetwork digital media agency | DOĞUŞ MÜŞTERİ SİSTEMLERİ A.Ş. |
| Simbrella | Zito Luks AD | Zagreb School of Economics and Management | Orchidpharmed Co | TP Endüstriyel ve Ticari Lastikler A.Ş. |
| Smart Flex | Chelophek Mining EAD | Nova Europa Zapošljavanje d.o.o. | ArianChemie | McDonalds Azerbaijan LLC |
| Smart Resources | Jordan International Insurance | ZAGREB INTERNATIONAL AIRPORT Jsc | Pars Online | Eczacıbaşı Holding |
| SOCAR | Aramex International Limited | Raiffeisen Bank Kosovo J.S.C | Shaparak | Havelsan |
| Societe Generale Bank Srbija | Arab Bank Plc | Raiffeisenbank Austria d.d. | Gonabad group | ÖNEM GIDA SAN.VE TİC.A.Ş. |
| SoftTech A.S. | Mixed Dimensions Inc. | Delta Holding | Hilton Imperial Dubrovnik | Yıldız Holding |
| SOS Children's Village Croatia | British Council Jordan | VIPnet d.o.o. | Konzum d.d. | T. ŞİŞE VE CAM FAB. A.Ş. |
| SPAN | Ayla Oasis Development Company | Holcim (Hrvatska) d.o.o. | Ernst & Young | Kordsa Global Alıkhya Sanayi Caddesi |
| Splitka Banka | Serum Products sarl | INA - Industrija nafte, d.d. | Rahnama Co. | MedLabs Consultancy Group |
| Standard Chartered Bank | Mosaic Innovative Solutions | MOL Česká republika, s.r.o. | SANOFI IRAN | Addiko Banka |
| State Oil Fund of the Republic of Azerbaijan | Heba Y.Ahmed | Danone DairyPars | Arya Heavy Machinery | AMAN Sveti Stefan |
| Stedinica Moznosti | Lafarge Cement Jordan | Ernst & Young | MAF Pars | Asocijacija Menažera Crne Gore |
| Strabag | Umniah Mobile Company | Rahnama Co. | Unilever Iran | Atria Group |
| Studio Moderna | Arab Bank, Arab Bank Plc | SANOFI IRAN | JTI Pars PJSCO | Beiersdorf |
| Styria Hrvatska | Zain Jordan | Arya Heavy Machinery | BASF Iran (PJS) Co. | Bluefin Consultancy |
| Suez Steel | BESST SARL | MAF Pars | Propel International Consultancy | C TEAM |
| Supreme Council of Health | Norwegian Refugee Council | Unilever Iran | Cobel Darou | CEDIS |
| Svan Consulting | Talal Abu-Ghazaleh Organization | JTI Pars PJSCO | Parham at No. 29 | Çelebic |
| Swatycomet | Better Business | BASF Iran (PJS) Co. | hrac.ir | China Road and Bridges Corporation |
| T & K Restaurants Ltd. (Mcdonald's Georgia) | MS Pharma | Propel International Consultancy | SystemGroup | Coca Cola |
| Taboo | Shaker Bin Zaid | Cobel Darou | ISC | Domaća Trgovina |
| Takeda Ilac | Abdul Hameed Shoman Foundation | Parham at No. 29 | Irancell Telecommunications Services Company | Elektroprivreda Crne Gore |
| Talentor Hrvatska | Central Electricity Generating Company | hrac.ir | Bel Rouzaneh Dairy Co | Emirates NBD |
| Tarkett | King Hussein Business Park | SystemGroup | Baraka | Ernst & Young |
| Tau On Line | Emerging Markets Payments | ISC | Idéh Novin Tejarat Romak | Erste bank |
| TBC Bank | Bustami and Saheb Trading CO. Nissan Jordan | Irancell Telecommunications Services Company | Novartis Pharma Services AG | Fidelity Consulting |
| TBC Kredit | King's Academy | Bel Rouzaneh Dairy Co | Sarcheshmeh | Finance Plus |
| Tehnologica | Estarta IT Solutions | Novartis Pharma Services AG | Novo Nordisk Pars | G3 SPIRITS |
| Telekom Slovenije | Field for Oil and Energy Services | Sarcheshmeh | Naghsh-e Aval Keyfiat (NAK) | GI Group |
| Telekom Srbija | Central Electricity Generating Company | Novo Nordisk Pars | Hezareh | Glavni Grad Podgorica |
| Telenor | Opensooq | Naghsh-e Aval Keyfiat (NAK) | Shatel Mobile | Hotel Maestral |
| Temsa Global | UPM (United Pharmaceutical Manufacturing) | Hezareh | Oil Industries' Commissioning and Operation Company (OIICO) | Hyatt Hotel Group |
| Texas A&M University | Case in Point Learning & Talent Development | Shatel Mobile | Shirinpolo Iranian | ING Group |
| Tez Tour | Akhtaboot | Oil Industries' Commissioning and Operation Company (OIICO) | Iran Computer and Video Games Foundation | Jugopetrol |
| The Caspian Shipping Company | BCI | Shirinpolo Iranian | Omid Yaghmai | MFI Altermodus |
| The HR Company (HRC) | Fida Al Americani | Iran Computer and Video Games Foundation | CNPICI-North Azadegan Project | MFI Montecredit |
| The Regent Esplanade Zagreb | TELEKOM SLOVENIJE d.d. | Omid Yaghmai | Espanador Cement Investment Co. | Ministarstvo Prosvjete Crne Gore |
| The State Oil Fund of the Republic of Azerbaijan | JADRANSKI NAFTOVOD D.D. | CNPICI-North Azadegan Project | Mobinnet Telecom Co. | Montenegro Staff |
| TISAK d.d., | JT International AD Senta | Espanador Cement Investment Co. | Abzarsara | Montenegro Stars Hotel Group |
| Tockapromijene | Span d.o.o. | Mobinnet Telecom Co. | Delta Pars Nahadeh | Nergelia |
| Topaz Marine | Hrvatski Telekom d.d. | Abzarsara | Hamrahe Aval-Mobile Communication Company of Iran(MCCI) | NLB Banka |
| Toyota Otomotiv Sanayi | Concern Bambi | Delta Pars Nahadeh | IIG; Iran Internet Group | OTP Bank - CKB Bank |
| Trend News Agency | CETIS D.D | Hamrahe Aval-Mobile Communication Company of Iran(MCCI) | Damavand Mineral Water Co | Pivara Trebjesa |
| Trident | Lidl Slovenija d.o.o. k.d. | IIG; Iran Internet Group | Renault Pars | Pizzarotti |
| Triglav Osiguranje | Hrvatska pošta d.d. | Damavand Mineral Water Co | T&I Consultancy | Portal Analitika |
| Troop HR Solutions | Gi Group HR Solutions | Renault Pars | Ericsson | POSH33 |
| TTE Petrofac | Hewlett Packard Enterprise | T&I Consultancy | Sinopec International Petroleum Corporation | Prva TV |
| Turan Bank | Unicredit Bank Serbia | Ericsson | Sarava Pars | Pure Angel |
| Türk Telekom Akademi | Telenor d.o.o | Sinopec International Petroleum Corporation | Pars Hayat | Radio-Televizija Crne Gore |
| Türkcell Global Bilgi | PLIVA Croatia | Sarava Pars | British American Tobacco Pars | SMART GYM |
| Turkish Airlines | FASHION COMPANY Društvo za export | Pars Hayat | Nafis Nakh | Societe Generale Montenegro |
| UBER | import trgovinu na veliko tekstilom i konfekcijom d.o.o. | British American Tobacco Pars | Crouse | Telekom Crne Gore |
| UEDAŞ | Wawa d.o.o. | Nafis Nakh | Baya Business | Telenor |
| UGE Azerbaijan | Plastika Skaza d.o.o. | Crouse | Knowledge Development Company | Terna Montenegro |
| UNHCR | Agencija POTI d.o.o., | Baya Business | | The Wright Work Place |
| Unibank | SI.MOBIL d.d | Knowledge Development Company | | Toščelik Nikšić |
| UniCredit Bulbank | Vip mobile d.o.o | | | Uniqa Osiguranje |
| Unilever | GRAMMER SYSTEM d.o.o | | | |
| Unimac Az | Intesa SanPaolo Card | | | |
| Uptitude Makdessi | Točkapromijene | | | |
| Valamar Hotels and Resorts | Comtrade | | | |
| Valoviti papir Dunapack d.o.o | Coca-Cola HBC Hrvatska d.o.o | | | |
| Vast.com doo | | | | |
| Veneto Banka | | | | |
| Veyseloglu | | | | |
| Vibilia | | | | |

OUR UPCOMING EVENTS



GLOBAL PR SUMMIT
ISTANBUL 4
16-17 FEBRUARY 2017, ISTANBUL, TURKEY

HEATHER MITCHELL
MAKSIMILIAN KALLHED
ABRAHAM ABBI ASEFAW
JAMAL AL MAWED
HUSSEIN DAJANI
NOHA BASHIR

TIM MCLOUGHLIN
KHALED ELAHMAD
TOM WEBSTER
SIMON JENKINS
IAN MANNING



MARKETING KINGDOM
AMMAN 2
1-2 MARCH 2017, AMMAN, JORDAN
KING HUSSEIN BUSINESS CENTER



MARKETING KINGDOM
WARSAW
23-24 MARCH 2017, WARSAW, POLAND



GLOBAL PR SUMMIT
MIDDLE EAST 4
23-24 APRIL, RIYADH, KSA



GLOBAL LEADERSHIP
HR TRENDS SUMMIT
MONTE NEGRO
8-9 MAY, 2017
BUDVA, MONTENEGRO

PRAGUE
PR RETREAT
10-12 MAY, PRAGUE, CZECH REPUBLIC



CANADA
GLOBAL HR TRENDS SUMMIT
25-26 MAY 2017, MONTRÉAL, CANADA



GLOBAL PR SUMMIT
NEW YORK
8-9 JUNE 2017, NEW YORK

WHERE TO NEXT?

P W O R L D

CONTACT

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