



# BRIC & EUROPE

EUROPEAN & EMERGING ECONOMIES  
FACE TO FACE

HRC  
INTERNATIONAL  
MEETING

**ROME**  
11<sup>th</sup> MAY 2012

New Economic Social and Political Views on Global Changes  
in Management Style and HR Strategies

# WORLD CONFERENCE

## 9.30 - 11.00 LECTURES

### LINDA YUEH



*Fellow Economics at St.Edmund Hall, UNIVERSITY OF OXFORD*  
*Adjunct Professor of Economics, LONDON BUSINESS SCHOOL*

Linda Yueh is an economist, broadcaster and author. A Fellow in Economics at Oxford University and Adjunct Professor of Economics at the London Business School, she is Economics Correspondent for Bloomberg TV. Dr. Yueh directs the China Growth Centre (CGC) at St. Edmund Hall, University of Oxford, is an associate of the Globalisation programme at the Centre for Economic Performance (CEP) and the IDEAS: International Affairs, Diplomacy & Strategy research centre both at the London School of Economics and Political Science (LSE), and a fellow of the Royal Society for the Arts (FRSA). Her work examines major economies such as Britain, China, United States, Europe as well as developing countries, and her research focuses on economic growth and the rise of emerging economies. Previously, she was an international corporate lawyer and a regular media commentator on global economic and business issues.

### GARY P. PISANO



*Harry E. Figgie Professor of Business Administration at HARVARD BUSINESS SCHOOL*

Gary Pisano has been on the Harvard faculty for 23 years. Professor Pisano's research has examined technology strategy, the management of innovation, organizational learning, outsourcing, and the management of intellectual property. His research, teaching, and consulting on these issues span a range of science and technology based industries including aerospace, biotechnology and pharmaceuticals, health care, computers, software, telecommunications, and semiconductors. He won the McKinsey Award for best article published in Harvard Business Review in 2009

## 11.00 - 12.00 TOP INTERVIEWS



**NERIO  
ALESSANDRI**  
*President and Founder*  
**TECHNOGYM**



**ULRICH DADE**  
*Chairman* **AMROP**



**LUCA CORDERO  
DI MONTEZEMOLO**  
*President of* **FERRARI**

12.00 - 13.00 **ROUND TABLE**

**EUROPEAN & "EMERGED" MARKETS FACE TO FACE**



**OPINION LEADERS**



**Luiz CABRERA**  
*Founding Partner*  
**AMROP Brazil**



**Sophie VERGNAS**  
*Managing Partner*  
**AMROP Russia**



**Addy LEE**  
*Managing Partner*  
**AMROP China**

**MODERATORS**

**ANDREA GOLDSTEIN**  
*Senior Economist*  
**OECD**



**SARAH VARETTO \***  
*Director*  
**SKYTG24**



**LUNCH TIME**

15.00 - 17.00 **INTERNATIONAL KNOWLEDGE GROUPS**

**WORKSHOPS & CASE STUDIES**

- COMPENSATION & BENEFIT
- TRAINING & DEVELOPMENT
- LABOR RELATIONS & ORGANIZATION
- RECRUITING & WORKFORCE MANAGEMENT
- GENERAL MANAGEMENT
- MARKETING & COMMUNICATION

<p><b>Joy Zhang</b> </p> <p>Country HR Head for Greater China R&amp;D Centers  <b>GOOGLE</b></p>	<p><b>Norbert Czerwinski</b> </p> <p>Head of HR Development  <b>ROCHE DIAGNOSTICS</b></p>	<p><b>Javier Querol Vidal</b> </p> <p>Head of HR and Organization  <b>ENEL GREEN POWER</b></p>	<p><b>Saagarika Ghoshal</b> </p> <p>Chief People Officer  <b>RELIANCE BIG ENTERTAINMENT</b></p>
<p><b>Willie Smit</b> </p> <p>Executive VP Head of HR  <b>ARCELORMITTAL</b></p>	<p><b>Robert Zelewski</b> </p> <p>Managing Director HR  <b>ANIMEX</b></p>	<p><b>Patrick Berges</b> </p> <p>HR Director EMEA  <b>COVIDEN</b></p>	<p><b>Alfredo Silva</b> </p> <p>Head of HR  <b>Nestlé</b></p>
<p><b>Guillermo Tena</b> </p> <p>HR Director  <b>ABB</b></p>	<p><b>Raul Ramos de La Torre</b> </p> <p>Corporate HR Director  <b>CEMEX</b></p>	<p><b>Nynke Hessels</b> </p> <p>HR Director  <b>AON</b></p>	<p><b>Nicola Jennepin</b> </p> <p>Director HR  <b>3M</b></p>
<p><b>Karin Wierinck</b> </p> <p>VP HR &amp; Communication  <b>NOVO NORDISK</b></p>	<p><b>Birgit Sponheuer</b> </p> <p>VP Personnel &amp; Org. Developer  <b>GRUNENTHAL</b></p>	<p><b>Hernan Garcia</b> </p> <p>HR Director  <b>PHILIP MORRIS</b></p>	<p><b>Nilsen Altintas</b> </p> <p>Vice General Manager HR  <b>TEB - BNP PARIBAS</b></p>

# OPINIONS

## ARCELORMITTAL - UK

**Brian Callaghan**

*VP of Executive and Leadership Development*



I would like to thank HRC for inviting me to this convention. For me it's unique. I think the concept is one that companies could benefit from. In the convention today I was really interested in the speakers of the morning, and in the afternoon having four different topics was an extra one as well. So I think the convention has been a huge success and I'm grateful for being invited along. Well I'll be lucky if I'll be invited next year, and I will certainly ask one or two of my colleagues to come too, maybe from other parts of the world because my company as you know is a global organization, so I've been very happy and I'm sure that they will be very happy to be invited again.

## BNP PARIBAS - FRANCE

**Hans Vanbets**

*Head HR Development Global Policies France*



It's a very interesting event with very professionalized organizations, very interesting speakers and gives also the impression that we have la crème de la crème of the Italian HR people here. ERICSSON

## ERICSSON - SPAIN

**Beatriz Barreto**

*HR&O Head Iberia & Talent management Head Region Mediterranean*



It was my first experience with HRC so I'm really impressed with the amount of companies and people and of the good networking that is here, and of the wide spectrum of knowledge and expertises. It has been really positive with all the sharing of experiences, a very good mix.

## SAFILO - CHINA

**Cao Wehong**

*HR Director*



This event to me is interesting and innovative, because there is a lot HR from different countries, joined together to compare and share the best practices. In the morning time there had been some interesting brainstorming with the round table. In this process I believe most that HR had something to learn and has to change its mindset, integrating with new insights to create something new. I believe this event is a success and we learned a lot from it.

## SWAROVSKI AG - LIECHTENSTEIN

**Tim A. Ackermann**

*HR Director Eastern Europe/Africa & Direct Markets Liechtenstein*



I'm very happy to be part of the meeting this morning, especially for the great commitment of the audience in the discussion. I was quite surprised by the afternoon meeting in which we were so

lucky to have a speech because so many people attended and stayed and it has been a very important for the people to listen to it. I didn't know the HRCommunity before, but I think it's a great community with a very high level and so much benchmarking.

## PHILIP MORRIS - SWITZERLAND

**Constantin Romanov**

*CoE Reward & Retail - Compensation*



It was a really great opportunity for me and for my colleagues to discuss topics of HR that are common to everybody. It's nice to get some local Italian insights and at the same time to discuss with really international colleagues responsible for roles that are similar to mine. And I have to compliment to the team for the organization, because everything was superb.

## TRELLEBORG - SRI LANKA

**Dian Gunatilake**

*Director HR Sri Lanka*



Basically it's the first time experience for me to come here to the HRC Academy event and the first time experience to get the chance of a meeting with Hr Directors from all over the world. It's also my first time experience in a European-based meeting, and I think it's a good experience, with the excellent job done here by HRC Academy and even with the participation of so many HR professionals. I'm very happy to be here and would like to thank HRC Academy for inviting me and giving me the opportunity to come here from Sri Lanka for this unique experience.

## TOYOTA - BELGIUM

**Prasanna Ganesh**

*Coordinating Executive Uman Resources*

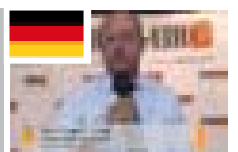


First of all I want to thank you for inviting me to this event with a very interesting programme. I have been very impressed by HRC, I've never seen such a well-organized company as HRCommunity. That's extremely impressive, and I thought that's something really interesting. In terms of the presentations, I think that especially the executive discussions were very important, full of very very good comments and with a strong message that came across: this is not HR for HR, but it's HR for the business. A lesson we should all learn from. The morning two presentations from Professor Sparrow and Professor Stock-Homburg outlined some key-points that I'm sure I'll remember.

## VODAFONE - GERMANY

**Jan Harald Fuchs**

*Head of Organization*



I think this event is a great opportunity for this Community to come together and share some experience but what I found fantastic about this Community is how open and how friendly all the people are, with each other, and this gives a fantastic atmosphere to understand what's really going on in the companies

# SOME HRC PARTICIPANTS



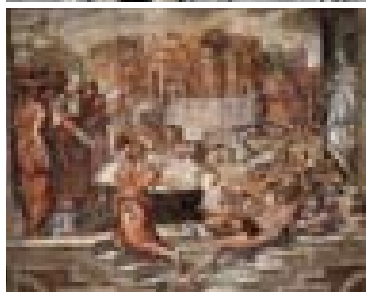
**PIRELLI TYRE** Direttore Risorse Umane e Organizzazione Pirelli Tyre and Parts **LA RINASCENTE** Direttore Risorse Umane **KYOCERA MITA HR**, Legal & General Affairs Manager **BMW Italy** Direttore Risorse Umane, Qualità e Organizzazione **POLTRONA FRAU** Chief Operating Officer **SACE** Direttore Risorse Umane **KPMG ADVISORY** Direttore Risorse Umane **TRELLEBORG WHEEL SYSTEMS** Vice President Human Resources **AEFFE** Direttore Risorse Umane **ERICSSON Spain** **HR&O** Head Iberia & Talent management Head Region Mediterranean **UNIPOL GRUPPO FINANZIARIO** Responsabile Amministrazione Personale **SIA - SSB** Responsabile Amministrazione Personale - Relazioni Industriali **COCA COLA HBC** Human Resources Director **UNIEURO** Human Resources Director **DIRECT LINE INSURANCE** HR Director **PFIZER GLOBAL SUPPLY** Director Global Strategic Initiatives **JCB** Amministratore Delegato **GRUPPO FONTANA** HR Director Worldwide **FELSINEA RISTORAZIONE** Direttore Risorse Umane **ELETTRONICA** Organizzazione e Sviluppo HR **ITT CP** Human Resources and Corporate Responsibility **UNIPOL GRUPPO FINANZIARIO** Responsabile Organizzazione **ERICSSON** Manager - Leadership & Change **FINECO BANK** Responsabile Area Risorse Umane **ORANGE BUSINESS** Italy Head Of HR Southern and Eastern Europe, Middle East and Africa **ALLIANCE MEDICAL** Direttore Centrale Risorse Umane **MILANO SERRAVALLE MILANO TANGENZIALI** Direttore Risorse Umane Organizzazione Sistemi informativi **FERROVIE DELLO STATO** Direttore Centrale Risorse Umane e Organizzazione FS **CARREFOUR** Direttore Risorse Umane Ipermercati **ERICSSON TELECOMUNICAZIONI** HR Business Partner GSDC Italy **ATM AZIENDA TRASPORTI MILANESI** Direttore Risorse Umane e Organizzazione **SANOFI - AVENTIS** Group HR Director **SIA-SSB** HR Business Partner **SAFILO** HR Plant director **UNIVERSITA CAMPUS BIOMEDICO** Direttore Scuola di Formazione Continua **BIRRA PERONI** Responsabile Risorse Umane **GRUNER AND JAHR MONDADORI** Direttore del Personale/ Affari Societari e Legali **STARWOOD** Human Resources Manager **KCI MEDICAL** Human Resource Manager **VIRGIN ACTIVE** People Manager **SHL** VP Southern Europe, AD **VIRGIN ACTIVE** HR Director **COESIA** Corporate Human Resources Director **CARGLASS** Italy HR Development Manager **NH** Direttore Risorse Umane **WURTH** Responsabile Direzione Risorse Umane e Personale **GAS NATURAL** Responsabile Relazioni Industriali e Servizi RU **CEVA LOGISTICS ITALIA** Human Resources **SIA-SSB** Payroll & Administration **VALTUR** Direttore Risorse Umane e Organizzazione **SKY** Italy Vice President HR Director **ADECCO ITALIA** Direttore Risorse Umane Italia **ERICSSON - Portugal** Country Manager Ericsson Telecomunicacoes **BRIDGESTONE TECHNICAL CENTER EUROPE** HR Director **ÉCOLE-ENTI CONFINDUSTRIALI PER L'EDUCATION** Direttore Generale **DESMET BALLESTRA** Responsabile Risorse Umane Italia **COMEDATA** Vice Presidente **NOVO NORDISK** Development Manager **BARILLA G. & R. FRATELLI** Group Human Capital Director **SIA - SSB** Responsabile Payroll **LIBRERIE FELTRINELLI** Direttore Risorse Umane **AON** HR Director **ERICSSON TELECOMUNICAZIONI Morocco** Head of HR&O at Ericsson Morocco **ROBERT BOSCH** Responsabile Formazione **AMGEN DOMPE'** HR Selezione **CEVA LOGISTICS** Italy Human Resources **NOVO NORDISK** People & Organization Director **ERICSSON TELECOMUNICAZIONI - ERICSSON HELLAS S.A.** Responsabile Selezione **ACEAELECTRABEL** Responsabile Personale, Organizzazione e Servizi **VODAFONE D2 GMBH** Head of Organisation **MTV Italy** HR Director **TAKEDA ITALIA FARMACEUTICI** HR Development & Compensation Manager **DOMPÈ FARMACEUTICI** Corporate Human Resources Director **TOYOTA MOTOR Belgium** Coordinating Executive Human Resourcer - Toyota Belgio **UNIPOL GRUPPO FINANZIARIO** Responsabile Selezione Personale **ASSICURAZIONI GENERALI** Direttore Centrale Area Risorse Umane e Organizzazione **SIA - SSB** Direttore Risorse Umane, Organizzazione e Qualità **ERICSSON TELECOMUNICAZIONI** HR Business Partner **ENAV** Responsabile Formazione Manageriale e Tecnico Amministrativa **SAN RAFFAELE** HR Manager **CANALI** Direttore Risorse Umane **SIA - SSB** Human Resources **JCB** Direttore Amministrativo e delle Risorse Umane **TRELLEBORG WHEEL SYSTEMS** Director HR **ALENIA AERONAUTICA** Head of HR Controlled companies and Jvcos **SIA-SSB** HR Business Partner **PRYSMIAN** Head of Organization & Development and Personnel Headquarters **STARWOOD France** Director of Training EAME **TAKEDA ITALIA FARMACEUTICI** HR Manager **BULGARI China** HR Director Greater China **CONDÉ NAST Italy** Direttore Risorse Umane e Organizzazione **TAKEDA ITALIA FARMACEUTICI** Direttore Affari Generali **SIA - SSB** Recruiting & Training **N & W GLOBAL VENDING** HR Vice President **NOVARTIS VACCINES AND DIAGNOSTICS** Head of HR Italy **ERICSSON TELECOMUNICAZIONI** Direttore Risorse Umane **AVIS AUTONOLEGGIO** Direttore del Personale e Affari Legali **GLOBALENGLISH** Account Executive **PARMALAT** HR Director **GRUNENTHAL** Global Human Resources Europe & Australia **INAIL** Direzione Centrale programmazione organizzazione e controllo **SIA-SSB** Human Resources **DUCATI MOTOR HOLDING** Responsabile Sviluppo e Compensation **SIA - SSB** Human Resources **TOYOTA MOTOR Italy** General Director & CFO **CARGLASS Italy** HR Director **ERICSSON** Comp&Ben Manager - Italy **DUCATI MOTOR HOLDING** HR Manager Marketing & Commerce and staff, Responsabile Selezione, Formazione, Sviluppo e Compensation **SIA - SSB** Human Resources **DUCATI MOTOR HOLDING** HR Manager Direzione Prodotti Relazioni Sindacali e contenzioso **FIERA ROMA** Responsabile Area Risorse Umane **CEVA LOGISTICS Italy** Human Resources Director South Europe, Middle East and Africa **ACEAELECTRABEL** Responsabile HR Management **MCDONALD'S DEVELOPMENT ITALY INC.** HR Manager **SOLMELIÀ** Italy Area Manager Italy **SIA - SSB** Responsabile Risorse Umane, Organizzazione e Qualità **GULLIVER'S TRAVEL ASSOCIATES** HR Director, GTA Europe + Octopustravel Global **ACEAELECTRABEL** Human Resources Management **DAIICHI SANKIO** Italy Human Resources & General Affairs Director **VIRGIN ACTIVE** HR Manager **FININVEST** Direttore del Personale Organizzazione e Servizi **INTRALOT Italy** HR Manager **ANAS** Responsabile Servizio Organizzazione e Sviluppo **SIA - SSB** Human Resources **FERROVIE DELLO STATO** Responsabile Struttura Sviluppo della Direzione Risorse Umane e Organizzazione **IL SOLE 24 ORE** Direttore Personale e Organizzazione **CEVA LOGISTICS** Italy Recruiting & Development Manager **ERICSSON TELECOMUNICAZIONI** France Directeur des Ressources Humaines France at Ericsson **DUCATI MOTOR HOLDING** HR Manager Ducati Corse **UNIPOL GRUPPO FINANZIARIO** Responsabile Relazioni Industriali **BANCA POPOLARE DELL'ETRURIA e DEL LAZIO** Direttore Risorse Umane **UNIPOL GRUPPO FINANZIARIO** Responsabile Gestione Personale **GAS NATURAL** Direttore Risorse Umane **SIA - SSB** Responsabile organizzazione development & compensation **RCS MEDIAGROUP** Direttore Risorse Umane e Organizzazione **EMC COMPUTER SYSTEMS Italy** HR Director **EFM** Direttore del Personale **TAKEDA ITALIA FARMACEUTICI** HR Administration Manager **EMC COMPUTER SYSTEMS Italy** Director Human Resources EMEA South - Iberia, East Med, Middle East, Africa & EMEA Director Talent Acquisition **BAUSCH & LOMB IOM** Responsabile del Personale **SIA - SSB** Selezione e Formazione **RANDSTAD GROUP Italy** HR Director **PHILIP MORRIS Switzerland** CoE Reward & Retain - Compensation Philip Morris Svizzera **CEVA LOGISTICS ITALIA** Human Resources Automotive & Industry Manager **INTRALOT ITALIA** Amministratore Delegato **BT Italy** HR Director **UNIPOL GRUPPO FINANZIARIO** Direttore Risorse Umane e Organizzazione di Gruppo **ELICA** Chief of Human Resources **LUXURY GOODS INTERNATIONAL** Human Resources Manager **UGIS - UNICREDIT GROUP - UNICREDIT GLOBAL INFORMATION SERVICES** Responsabile Risorse Umane e Organizzazione **SIA - SSB** Payroll & Administration **CONSIP** Direttore Risorse Umane e Organizzazione **LANCASTER UNIVERSITY** Professore di International HR Management, Direttore del Centro di Ricerca sulla Performance e Leadership (CPHR) **L'ECO DELLA STAMPA** Direttore Risorse Umane **TECHNISCHE UNIVERSITÄT DI DARMSTADT** Professor Marketing & HR Management **HP - HEWLETT PACKARD** Human Resources Director **DUCATI MOTOR HOLDING** Direttore Risorse Umane **CEVA LOGISTICS ITALIA** SEMEA Reward Manager **DHL EXPRESS ITALY** Organization & Development Manager Responsabile Formazione e comunicazione **VODAFONE OMNITEL N.V.** Group Director for Organisation Effectiveness and Change **SAFILO** Direttore Risorse Umane **AUTODESK** Emea Education Marketing Manager Europe, Middle-East, Africa **CEVA LOGISTICS ITALIA** HR Manager **SIA-SSB** Responsabile Pianificazione e Controllo **ROBERT BOSCH** Direttore del Personale **ARVAL SERVICE LEASE ITALIA** Human Resources Director

# VENUE



AN EXCLUSIVE CONFERENCE LOCATION IN THE CENTRE OF ROME

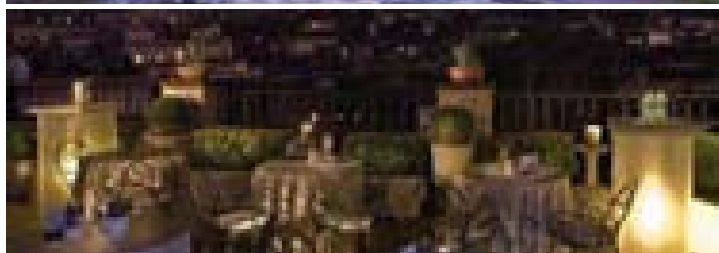
## The Renaissance “Palazzo della Cancelleria”



A **World Heritage Site** - the venue for the **2012 HRC International Meeting**. The Renaissance Palazzo della Cancelleria is of great artistic and historical importance. This magnificent palazzo, profusely frescoed, adorned with Egyptian columns and of great classical elegance also boasts a splendid **Bramante** courtyard and a vast mural by **Giorgio Vasari**.

# HRC NETWORKING TIME

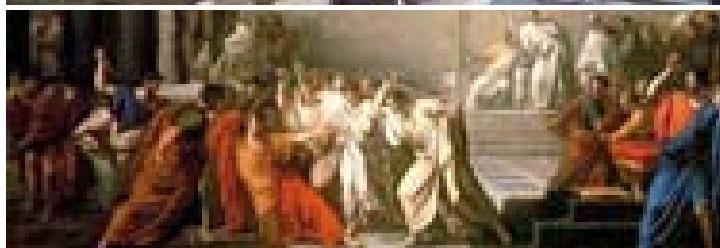
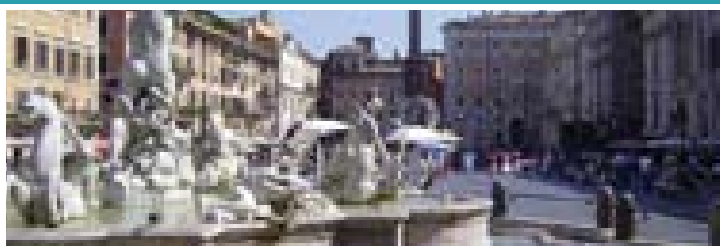
## WELCOME DINNER



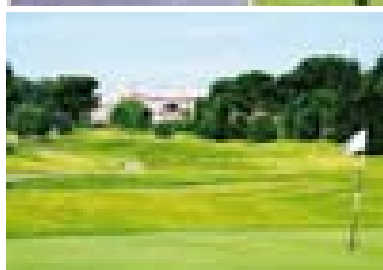
Dine in an exclusive Villa in “Appia Antica”, a historic road built by the Romans in 312BC.

## BUSINESS LUNCH

Italian delicacies in the **Theatre of Pompey**, the location where **Julius Caesar** was assassinated



## ACCOMODATION



**SHERATON GOLF HOTEL**  
**PARCO DEI MEDICI**

15 mins from Fiumicino (FCO)  
Rome Airport

# CHOOSE YOUR ROLE

## BE PART OF THE EVENT

1

- > Listen to renowned speakers and audience
- > Explore new trends and ideas
- > Meet international and national Top Managers
- > Live global benchmarking
- > Increase Business opportunities
- > Be an integral part of the Community
- > Enjoy springtime in Rome

## INVOLVE YOUR COLLEAGUES

2

- > Share the opportunity to update management skills
- > Engage in knowledge sharing and in International "cross-fertilization"
- > Experience an high-level business event
- > Compare future ideas and perspectives with experts and top class managers
- > Benchmark experiences and practices with International colleagues
- > Enrich the Community
- > Enjoy springtime in Rome

## HAVE A STAFF MEETING

3

- > Develop and consolidate a working team
- > Hold your own staff meeting on an International or National level
- > Teamwork in a unique and professional team context
- > Knowledge sharing with hundreds of colleagues, HR Directors and Managers from all over the world
- > Develop professional team skills
- > Compare the latest developments and insights in Management and in HR

OVER 400 HR DIRECTORS  
AND TOP MANAGERS

# TOP SPEAKERS

LIMITED NUMBER OF  
PARTICIPANTS

BEST PRACTICES  
FROM AROUND THE WORLD

INTERNATIONAL  
CROSS-FERTILIZATION

# GLOBAL BENCHMARKING

## STAFF MEETING COMPANY CONVENTION

The HR International Meeting offers the possibility to organise Conventions and customised meetings in a 2 hour slot in a specially reserved Conference Room.

A valuable opportunity for Company staff members from all over the world to come together in a unique knowledge sharing session to discuss and debate the latest insights.

Some HR STAFF MEETINGS 2011:

**BULGARI - ERICSSON - UNIPOL - SDA Express Courier -  
DUCATI - CEVA LOGISTICS - SIA SSB - FINECO - ...**

The Event includes the opportunity to host annual events for every industry, representing a unique opportunity to discuss the shared strategies in different markets on an International level [e.g. PHARMA, AUTOMOTIVE, MEDIA, BANKING, RETAIL, ICT, ...]

# PROGRAM

Thursday 10th MAY 2012

REGISTRATION  
LOBBYING TIME  
**STAFF MEETING**  
**WELCOME DINNER**

Friday 11th MAY 2012

**9:30**

## WORLD CONFERENCE

- > International Speeches
- > Top Interviews
- > Round Table & Debate

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LUNCH TIME IN ROME

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**15:00**

## INTERNATIONAL KNOWLEDGE GROUPS

- > Workshops and Case Studies

**COMPENSATION  
& BENEFIT**

**TRAINING &  
DEVELOPMENT**

**LABOR RELATIONS  
& ORGANIZATION**

**RECRUITING &  
WORKFORCE  
MANAGEMENT**

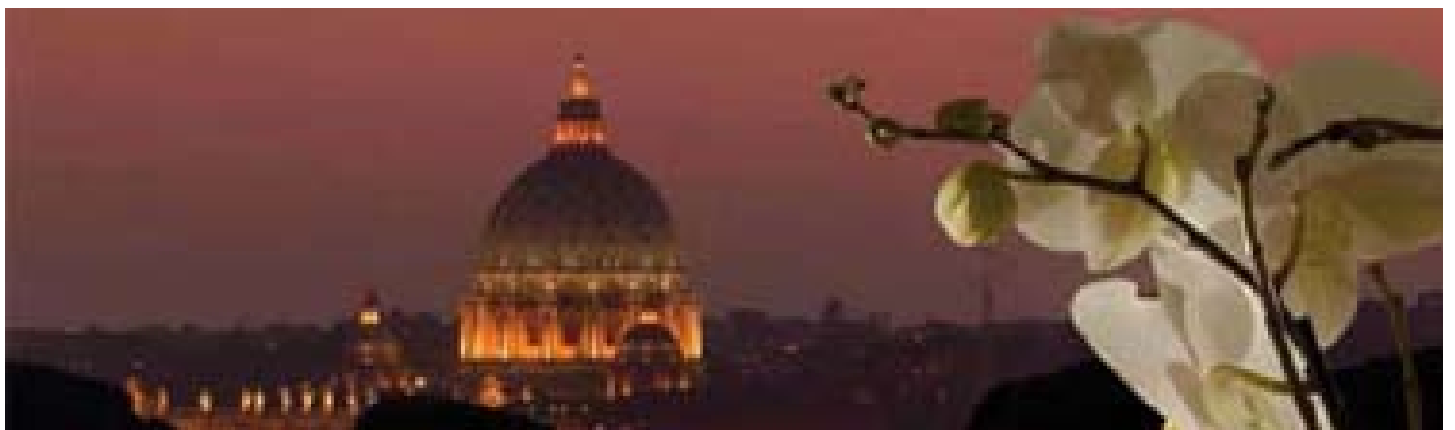
**GENERAL  
MANAGEMENT**

**MARKETING &  
COMMUNICATION**

**17:30 CLOSING**

Saturday 12th MAY 2012

**STAFF MEETING**  
LOBBYING TIME



Participation includes:

- A**
- Attending the “Europe - BRIC Conference “ with Professors and Top Speakers
  - Attending International Workshops with Case Studies and Best Practices
  - Convention materials
  - Translation services
  - Country and International Staff Meeting
  - Conference Room
  - Staff Meeting services (lunch & break)
  - Welcome Dinner in a prestigious location in Rome
  - Traditional Italian lunch in historical restaurants

- B \***
- High-speed train Travel Milan-Rome-Milan + Transfer to the event locations
  - 1 night (+breakfast) in a Hotel in Rome + Transfer to the Congress Center
  - Hotel Transfers - Welcome Dinner

- C \***
- Additional dinner [May 11th]
  - Extra night (+breakfast) in Hotel in Rome

	EVENT (A)	TRAVEL & ACCOMMODATION (A+B)	EXTRAS (A+B+C)
 <b>HR DIRECTOR</b> HRC Member	FREE	FREE	300 € + VAT*
 <b>HR MANAGER &amp; MANAGER</b> HRC Member	900 € + VAT*	1.200 € + VAT*	1.500 € + VAT*
<b>OTHER</b> HRD or Manager Non HRC member	2.500 € + VAT	3.000 € + VAT	3.300 € + VAT

\*VALID UNTIL 15/12/11.

FEES WILL INCREASE WHEN REGISTERING AFTER THIS DATE.

The background of the page is a teal color with a faint, semi-transparent image of a globe and architectural lines, possibly a building facade, overlaid on it.

# HRC INTERNATIONAL MEETING

## **BRIC**

an acronym which represents the shift of the economy balance from Industrialized Countries to the New Emerging and “Emerged” Economies. Brazil, Russia, India and China today are considered a new paradigm of thinking in terms of world markets: bypassing the impasse that seems to be “holding back” Classic Economies. Often the distinction between the two approaches in terms of business are connected to quality and quantity. What are the lessons to be followed, to be learned, or to be avoided by Europe in order to meet future challenges while preserving quality and excellence? These are some of the questions the HRC International Meeting 2012 will be discussing. An unmissable appointment to address the challenges that the new economic circumstances have brought about.