



Nordicnews

Publication by the Nordic Chamber of Commerce in Croatia

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Umeå – European Capital of Culture 2014

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EMBASSY OF FINLAND
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Letter from Executive Director



May 2014, No. 1

Nordicnews

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Dear members of Nordic Chamber of Commerce, Dear readers,

I am pleased to present you the first issue of Nordic News in 2014 which hopefully you will read with great interest.

Gradually, we are approaching the new season, long expected summer and all pleasures this season usually brings along. Meanwhile, we are enjoying spring spirit and the beauty of the nature including the diversity of colors and great weather conditions. The birth of new life cycle, longer, lighter (this is especially applicable for our Nordic countries) and sunnier days fill us with new positive energy and enthusiasm. This marks at the same time creation of a new period, generating for all of us, on individual level, additional motivation for new challenges and implementation of new tasks. Hopefully this positive wave of optimism coming from the nature will have positive affects on creation of positive trends even in Croatia's economy, meaning first of all enhancement of economic growth and creation of new jobs.

In the beginning of April I participated together with my colleagues, economic counselors from foreign Embassies in Croatia (members of the Club of Economic Advisors), in a study visit to the city of Split and Split and Dalmatia County. The initial purpose of this visit was to present business opportunities and economic potential as well as investment opportunities of this region to foreign diplomats and creates interest for business cooperation and direct investment in this part of Croatia. Here is important to underline the focus of this event in Split was to move today mainly centralized economical structure focus in the capital Zagreb and create a strong interest for foreign direct investment and

presence in the rest of regional parts of Croatia. Moving strategically focus on country's existing resources in different regions, making the regions more self-sufficient and economically powerful, together with decentralization process can potentially contribute to make Croatia more efficient, competitive and powerful economy in general, with stabile growth and development in prospective.

As an excellent example is Nordic countries, which in the last twenty years managed to "spread" presence of governmental institutions outside of their capitals and on that way, contribute to creation of regional centers of economical and political equality within a country. On this way the society is not only focused on solely one particular center (usually capital), rather creation of regional centers for education, economy, environment and governmental bodies with purpose to give meaningful existence for entire population, instead of concentration of power only in the capital. Different regions within a country have variety of diverse natural resources, economical and cultural backgrounds together with educational potentials. Developing all regions equally can prospectively contribute to creation of new jobs, strength economical competitiveness, increase of educational level and better outcome for future of all citizens.

Our recent study visit to the city of Split and Split and Dalmatia County has showed that there is a huge initial interest for cooperation with this region. As well it is necessary to continue with concrete further actions in order to develop future interest and potentially

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achieve a positive result. This example is applicable even on some other regions in Croatia that have good potential for business cooperation and direct investment opportunities.

In this issue of Nordic News we have prepared for you an overview of the most interesting topics, events and activities from Nordic-Croatian business community for the first part of the year, among which we would like to highlight the following few. As already mentioned in our December issue, we continue to present you Nordic Ambassadors appointed last autumn – this time we are pleased to bring you the interview with H.E. Timo Rajakangas, Ambassador of Finland to Croatia on page 4.

Apart from this we also present you representatives of our member companies, Mr. Steffen Drausnigg,

Country Manager of ABB Croatia and Mrs. Nives Sandri, Member of Nokia Solutions and Networks in Zagreb – interview with them can be read on page 22 and page 8. Umeå, Swedish city, has been declared as European Capital of Culture for 2014. This appointment presents in many ways cultural value of this city and northern region of Europe which will be creatively promoted through all 2014. More about this prestigious award can be read on page 6.

We are pleased to welcome our new member Zračna luka Dubrovnik d.o.o. Furthermore we are happy to present you on page 7 our member company, agency for public relations IM&C. In the section *Events in brief* you will find the overview of the latest events and activities organized by the Nordic Chamber of Commerce and its members. As a part of the novelty *Guest Column*,

introduced in the last issue of our magazine, we continue to bring you most interesting topics from human resources field, this time on a topic, *Developing Leaders for New Generations*, by our guest columnist Mrs. Ana Vojnić Tunić, Employer Partner Certificate Project Manager at SELECTIO Ltd.

I wish you a pleasant reading of Nordic News and I am looking forward to seeing you at one of our forthcoming events.

Yours sincerely,

Gordana Fuštar
Executive Director of the Nordic Chamber of Commerce

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Calendar of activities

21 May: Business breakfast/lunch "The best practice of successful management".



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Interview

Interview with H.E. Timo Rajakangas, Ambassador of Finland to Croatia

H.E. Timo Rajakangas has been appointed the new Ambassador of Finland to Croatia in October 2013. Ambassador Rajakangas succeeded in this position H.E. Juha Ottman.



Copyright Embassy of Finland in Croatia

Your Excellency, you have been posted in Zagreb, Croatia, since October last year. What are your impressions so far and how would you describe your life in Zagreb?

There are certain similarities in characteristics of Finns and Croats so it has been rather easy to settle down here. People in Zagreb are very friendly and open. Everybody seems to be able to speak English and/or German so I have no communication difficulties with the people. However, I do suffer from not being able to follow the media directly. I am taking Croatian lessons a couple of times per week ali nažalost trenutno govorim samo malo hrvatski. The city has a rich cultural life and beautiful natural surroundings for recreation. Simply, I am happy to live in Zagreb.

What is your assessment of Croatian-Finnish economic relations? Which business areas are of most interest to both sides? At the same time, what areas are most covered and what areas should be given more attention?

We have excellent bilateral relations, but there is a lot of room to improve the rather modest trade relations. There is a mixed pool of Finnish companies in Croatia: out of approximately 60 companies that are locally representing Finnish companies, products or know-how, only a few are operating in the consumer goods sector. That's why most of the Finnish companies present in Croatia are not that well-known to the wider public.

Croatia and Finland have much in common. We are both relatively small in population. Nature, in particular forests and water are important assets to us. Hence, I find it quite natural to give more attention to the cooperation in the field of environmental protection, waste management and energy. Our most important asset is the human capital, meaning that well-educated people are the driving force of our societies. Small countries like ours can be flexible and agile, adapting quickly to changing circumstances and implementing new solutions much faster than bigger countries. We need to continue embracing education, entrepreneurship, sustainable development and innovation in order to strengthen the existing networks and increase competitiveness of both countries.

What areas will be the focus during your mandate in Croatia and what objectives would you personally like to accomplish?

To put it shortly, my job is to promote cooperation and partnerships between Finland and Croatia. This applies basically to

all fields of activity. We are in a new situation as both countries are now members of the EU which means that we can bring our bilateral relations to a completely new level benefitting both countries. My goal is to make sure that the excellent team I am working with at the Embassy can play a catalytic role leading to concrete results.

You are the head of the Team Finland network in Croatia? Could you please inform our readers about the Team Finland mission and main objectives?

Team Finland means better cooperation and more efficient use of resources for the benefit of Finland and Finnish companies. Team Finland network promotes Finnish-Croatian economic relations, strengthens the positive country image of Finland, supports Finnish companies in the local markets, facilitates business partnerships and attracts foreign investments to Finland.

Globally the goal is to make Finland a forerunner in a changing environment. The core of the Team Finland network consists of the Prime Minister's Office, the Ministry for Foreign Affairs, the Ministry of Employment and the Economy, and the Ministry of Education and Culture as well as the organizations under their direction at home and abroad. The work is carried out in close cooperation with partners in the business, industrial, cultural and educational sectors.

How could business cooperation between Nordic region and Croatia be better explored in the future?

The Nordic brand is already well known abroad and synonymous with such positive Nordic characteristics as high quality,

Interview

reliability, sustainability, innovation, good service and equality. The four Nordic ambassadors in Zagreb meet regularly in order to explore new ways of cooperation in various fields such as culture and business. For example, on 12 May a Nordic glass exhibition A Touch of Glass will open at the Mimara museum in Zagreb. The exhibition showcases Scandinavian glass design and provides a good opportunity to learn more about Scandinavian way of life.

It makes sense for the Nordic countries to cooperate and work jointly also in third countries. Together we represent a bigger market and a stronger business partner for foreign companies. The Nordic Chamber of Commerce is the common platform for the Nordic companies present in Croatia and is therefore in a key position to expand and deepen the business ties between the Nordic region and Croatia.

What advice would you give to Finnish investors with interest in doing business in Croatia?

In most of the meetings that I have had so far I have got the strong impression that there are certain similarities in Croatian and Finnish mentality. We seem to be able to relate to each other easily and well. I am a strong believer in the importance of human factor in doing business so I believe Finnish companies need to look more closely at opportunities for working in Croatia.

A local partner who knows the market, local business practice and language, is of course the key to success – also in the Croatian

market. I am proud of the fact that all the Finnish companies present in Croatia have excellent local management and personnel. They are all part of the Team Finland network and ready to assist new Finnish and Nordic companies in the region.

What are your expectations for the future development of Finnish-Croatian relations?

Bilateral relations between Finland and Croatia are very good and friendly. However, there is always room for improvement. The economic cooperation could and should be stronger. We see big potential in this market as well as in the region as a whole. In Team Finland we encourage Finnish companies to see Croatia as a country from which they can easily expand further to the neighboring countries. I have no doubt that with time Croatia will conquer the current economic challenges and with the support of the EU structural funds provide more opportunities for successful economic activity. I expect it to mean that even more Finnish companies will enter the Croatian market.

I also expect high-level political visits to continue to take place between our countries. They provide important opportunities to discuss potential cooperation as well as to exchange views on many regional, European and international issues of common interest. The Deputy Foreign Minister Joško Klisović visited Finland last month to familiarize himself with Team Finland structures in Finland and some of our successful startups such as Rovio

Entertainment, the maker of Angry Birds. The Croatian Ministry of Foreign and European Affairs has used Team Finland as one of the models for Croatian economic diplomacy.

Membership in the EU also provides a natural framework for cooperation and we look forward to working together with Croatia. Finland has implemented a great number of twinning projects in Croatia. I believe we can share our experiences, learn from each other, join forces and be successful team players in the whole region. I have witnessed that Croatia's accession to the EU has increased the interest of Finns and Finnish business towards Croatia, but I also believe it will foster greater cooperation among universities, exchange students and cultural institutions.

Additionally, more and more Finnish tourists are beginning to discover Croatia, particularly the stunningly beautiful Adriatic coast as there are direct flights from Helsinki to Pula, Split, Zadar and Dubrovnik during summer months. This of course has positive effects on business as well. I hope we will also see increasing numbers of Croatians visiting my country. Finland is not only the home country of Santa Claus but has a lot to offer in terms of beautiful nature such as some 190000 lakes, world-famous design and architecture, nightless summer nights and of course friendly and welcoming people.

Umeå – European Capital of Culture 2014



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City of Umeå appointed
European Capital of Culture 2014

Umeå, the twelfth biggest city in Sweden, has been declared as the city of European Capital of Culture for the year 2014.

Just like many other Swedish cities, like for instance Göteborg, Sundsvall and Piteå, Umeå was founded in the early 1620's. King Gustaf II Adolf wanted a tighter grip on trade in order to be able to levy more taxes and he therefore forced the merchants to move to the new cities. The city was built on the lands of the Sanda homestead as a compromise between Ön and Backen.

Umeå's road to designation for European Capital of Culture started already in 2008 when all the cities in Sweden were invited to apply. In 2009-2010 the Swedish Government nominated the city as their candidate, while on 10-11 May in 2011 the EU Council of

Ministers of Culture made the final decision. Umeå's capital of culture year stands for joint venture with the four northernmost Swedish counties and *Sápmi* (the lands inhabited by the Sami people). Since Sápmi covers northern Norway, Sweden, Finland and all the way out to the Kola Peninsula in Russia these countries will be a natural part of a European dimension, promoting cross-border cultural meetings and long-term cooperation.

The European Capital of Culture is an annual EU event with the goal to highlight Europe's common cultural heritage and stimulate an interest in the cultural richness and diversity that can be found in the EU countries. A main objective is to increase cultural exchanges with other countries.

Umeå's aim as European Capital of Culture is to promote several different aspects such as: human growth, strengthen the role of culture as a driving force for sustainable development of society, but also reinforce cultural life's international relations and dimensions. The motto of Umeå 2014 is Curiosity and Passion – the art of co-creation. The main theme of the programme is formed by three different foundations which are vision of the Culturized City, the mission to Stay Cool and the Open Source strategy. Regarding strategy the Open source it stands on two legs; one is to stimulate curiosity and involve people through dialogue and cross-border encounters, while the other one has a role to further develop practical methods for co-creation. The main objective with this strategy is to involve the citizens of Umeå, the northern region and Europe, including different cultural institutions and other significant cultural players, the university, private enterprise, voluntary associations, public organizations and partner cities to create new ideas and forms of expression in the different art forms and finally develop cooperation that includes major topics of common interest. Umeå's goal is to

encourage and develop new ways of cultural expression, innovative cross-boarder forms of working, but also new methods for artistic dialog and co-creation.

Being Europe's Capital of Culture is part of Umeå's long-term development strategy up to 2050. It is expected that this award will speed up investment and economic growth. It is also foreseen that culture and sport will have new opportunities and better perspective for development in cooperation with other European countries and the world. Another very important moment is contribution to co-operation and development of the whole northern region. Umeå's ambition to raising northern Sweden's European profile and to use culture as a driving force in regional development was recognized by the jury who quoted this objective in its final decision.

Umeå2014 uses the term culture-driven growth to describe that culture is an important motor for growth and success and that everybody can contribute to the cultural growth since it covers so many different areas, from landscape and cuisine to art, music and democracy.

Sources:

<http://www.umea.se>

<http://www.umea2014.se>

Member profile

Agency for Public Relations IM&C



IM&C agency is a privately owned agency founded in 2002 and has a long-term and significant experience in the field of providing services of Public Relations, Event Management and Communication Consulting. IM&C Team consist of 10 experts in various fields of communication science, economics, politics, journalism and humanities.

A new client is a new challenge for us. Every company, institution or organization is a unique story that we happily share. By strategically planning, choosing the adequate strategy, precisely defining target audiences and using tools predefined for business and communication objectives we accomplish set goals.

We are a proud member of following national and international PR associations:

IPRA (International Public Relations Association)
WOMMA (Word of Mouth Marketing Association)
EUPRERA (European Public Relations Education and Research Association)
EACD (European Association of Communication Directors)
HUKA (Croatian Association of Communication Consultancies)
HUOJ (Croatian Public Relations Association)

For our clients we provide:

Media relations
External communications
Internal communications and change management
Relations with interest pressure groups
Investor relations
Social responsibility program
Lobbying
Issue management and crisis communication
Business to business (B2B)
Business to government (B2G)
IMCWOM concept
IMC quick notice
IMC communication skills training (media training and public speaking)
IMCPress zone
First virtual press conference in Croatia

Recent references:

Crisis Communication for Mirna Rovinj
Crisis Communication for Alternative fond
Crisis Communication for Razvoj golf
Financial PR for Vaba banka
Communication strategy and media relations for 2. Croatian Food and Wine Festival
Brand PR for Ledo, PIK Vrbovec, Konzum and Zvijezda
Media relations for Zagrebačka škola ekonomije i management
Communication strategy and media relations for Dalekovod

Interview

Interview with Nives Sandri, Board Member of Nokia Solutions and Networks, d.o.o., Zagreb



Nokia Solutions and Networks (NSN) seems to be stronger than ever. Are you proud of that?

Since 2011 when its new strategy has been announced, Nokia Solutions and Networks has become the world's specialist in mobile broadband and services for mobile operators. We have delivered on an aggressive plan to turn around a loss-making joint venture into a profitable part of the Nokia group. Quality and Innovation are key enablers of our success.

Nokia Solutions and Networks is the turnaround success story in the industry. From the first ever call on GSM to the first call on LTE we operate at the forefront of each generation of mobile technology. We have an inspiring mission that's centered on developing profitable businesses with our

customers from the ever-growing possibilities of universal mobile broadband connectivity and exploding data consumption. Yes, I am very proud of what we have achieved as a company and I am sure we look into a bright future.

What are the main issues that the operators need to solve by 2020 and how can NSN help?

We believe that by 2020 - "Mobile networks will be required to deliver one Gigabyte of personalized data per user per day profitably." We are exploring and developing vital capabilities and technologies needed in the next decade to realize this vision, such as support 1000x capacity, reduce latency to milliseconds, teach networks to be self-aware, personalized network experience, reinvent Telcos for cloud, and flatten total energy consumption.

What has changed in the strategic position of NSN after Croatia's EU membership last summer?

By becoming a part of European Community, on 1st of July 2013, 2 most important benefits have raised up for us as a company. Simplification of equipment delivery process is definitely one of it, as free trade and removal of non-tariff barriers have helped reduce costs and prices.

Also, labor market has opened/ expanded and resulted with free movement of experts within EU countries allowing them to circulate freely and much more easily within EU market.

Looking into the past, NSN employees in Croatia have always been recognized as highly educated and welcomed experts worldwide. Now, when the boundaries are

off, Croatian NSN employees are even more appreciated as highly valuable Team members or even Leaders, in many projects within EU countries, and worldwide, of course.

What would be examples of NSN's innovative achievements?

In the area of providing 1000 times more capacity we recently launched at Mobile World Congress in Barcelona our commercial LTE-Advanced Carrier Aggregation to 3 carriers enabling individual users' downlink data rates of up to 450 Mbps.

Another example of unique innovation is Predictive Operations, the world's first managed service for predicting mobile broadband service degradations up to two days ahead, so they can be fixed before subscribers even notice quality issues. The NSN Predictive Operations service helps boost mobile broadband service quality* by 15% for a better customer experience.

Where do you stand with 4G (LTE) and next steps (LTE-A)?

Our strong footprint in advanced markets like Korea, Japan and US implies NSN has the experience in building and optimizing networks with millions of LTE subscribers. As of March 2014, Nokia Siemens has 119 commercial LTE customers. This experience is extremely valuable for operators in other parts of the world, in which LTE is now being implemented, where it has been in Korea or Japan more than 2 years ago. As a global leader in LTE, NSN is continuing to push the LTE boundaries with record breaking speed demonstrations and capacity-building innovation. LTE is already evolving rapidly

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with the first deployments of LTE Advanced (LTE-A) having been in commercial operation already since 2013 in Korea, using NSN networks. Our unprecedented 2.6 Gbps TD-LTE throughput achieved with Sprint in Jan 2014 with our commercial Flexi base station.

What about 5G?

Future scenarios such as 10,000x traffic, 100x devices, diverse industry verticals going mobile, are pushing the industry to explore how networks can meet extreme capacity and performance demands. 5G will be the set of technical components needed to handle these requirements. LTE and its continuous evolution will be sufficient until the end of the decade. However, after 2020 a new generation of technologies will be needed to address market demands.

The industry and academia are working together to create a high-performance 5G environment." 5G is not yet defined or standardized and will become available only in the next decade (after 2020), however research is well under way. 5G is a research topic for NSN since 2010. By working together with eminent academic partners, such as the NYU WIRELESS, 5GPPP we can add speed and agility to innovation and overall technology development.

How do you see the future of the company?

As world's specialist in mobile broadband NSN will, as in previous years, in the future keep the business focus on putting all efforts in helping our operator customers where it matters the most. NSN will continue with delivering the world's most efficient mobile

networks, the intelligence that maximizes the value of those networks, and the services that make it all work seamlessly.

NSN's restructuring of the business in previous years and building the company Strategy on 3 pillars: focus (focus on profit and growth/mobile broadband), innovation (targeted innovation on top customers) and quality (quality and execution discipline) ensured the positioning of NSN in the market as a the best partner to our mobile operator customers worldwide and being able to meet their critical business challenges. NSN's company tagline, for a world in motion™, truly represents our commitment to customer challenges in a world constantly evolving and looking ahead.

Introducing new members

Zračna luka Dubrovnik d.o.o.



Dubrovnik Airport is located less than 25 kilometers from one of the most prominent tourist destinations in the Mediterranean, Dubrovnik City. The airport is number one gateway for tourists in the region and one of the largest companies in the Dubrovnik - Neretva County. Dubrovnik Airport's general goal is to run the business with the care of a prudent businessman and to provide safe, efficient and reliable handling for its customers. To train and further educate company's staff in order to maintain the high quality of its service and assist the customers in

developing their strategies with regard to introduction of new routes or the level of frequency of existing routes. With this objective in mind, the Dubrovnik Airport is committed to managing and operating a safe, secure and efficient international airport, providing passengers with top notch customer services and a memorable airport experience. This approach has earned the company trust of its business partners with whom Dubrovnik Airport enjoys a long-standing cooperative relationship. As a responsible corporate citizen, the Dubrovnik Airport initiates and

takes part in a wide range of programs and activities that promote environmentally friendly practices, people development and community betterment.



Events in Brief by Nordic Chamber of Commerce

Zagreb, 04.03.2014

Nordic Chamber of Commerce supported event: Fagerhult presentation

The Nordic Chamber of Commerce, as a partner and supporting organization, in cooperation with Fagerhult and Telekra,, organized on 4 March 2014 at the cinema Europa in Zagreb, a presentation of the Swedish company Fagerhult, one of Europe's leading lighting groups and the third largest in Europe. Company Fagerhult creates energy-efficient and environmentally adapted lighting installations, successfully integrating them in their natural environment. The presentation about Fagerhult lighting products was held for architects and designers and it was first such presentation of Fagerhult in Croatia. The event featured films, music and awards ceremonies including following highlights: Fagerhult Lighting Academy's show „From the dawn on civilization to the revolutionary innovations of the future“ and live performance by opera singer, Antonela Malis and pop-star Davorin Bogović.



Lecturers were Mr Henrik Clausen and Mr Robert Klaren from Fagerhult while guests lecturers were Mr Saša Begović (3LHD), Mr Davor Mateković (PROARH) and Mr Nikola Radeljković (NUMEN/FOR USE). Honorary guests were H.E. Lars Schmidt, Ambassador of Sweden and Mr Tibor Jerger, President of the Board of Governors of the Nordic Chamber of Commerce in Croatia.

Split/Split and Dalmatia County 10.-11.04.2014

Nordic Chamber of Commerce supported event: Presentation of business opportunities in Split and Split and Dalmatia County for foreign diplomats on 10 April 2014



A presentation of investment projects and the potential of the Split and Dalmatia County was held on 10 April 2014 in County Chamber Split (CC Split) for more than 20 representatives of foreign Embassies and Consulates in Croatia, members of the Club of Economic Advisors of respective Diplomatic offices.

Two day stay of foreign diplomats in Split and Split and Dalmatia County was organised by the CCE CC Split with the support of the City of Split and the County and in cooperation with Ministry of Foreign and European Affairs and Nordic Chamber of Commerce in Croatia, and all with the aim of introducing to our guests the economic potential of this area and attracting foreign investors.

At the event in CC Split the audience was addressed by the President of the CC Split Mrs Jadranka Radovanić, the Mayor of Split Mr Ivo Baldasar and the Head of the Split and Dalmatia County Mr Zlatko Ževrnja.

The Mayor, Mr Baldasar, highlighted that the City is mostly tourism- oriented, and that the effort invested in this sector resulted in an even greater increase in this sector in the recent years. The investors are mainly interested in the tourism sector of Split, and hence are the projects of the City of Split mainly oriented towards the tourism facilities and increase of hotel capacities. Mr Baldasar also emphasized that a step forward was made in ecological sense and also that a significant factor of development is also the University.



Events in Brief by Nordic Chamber of Commerce

Presenting the economic potential of Split, the Head of the Department for Economy, Tourism, International and EU funds Mrs Ela Žižić especially emphasized five projects which are about to be implemented (Banovina, Trg Hrvatske bratske zajednice, Dračevac, Spaladium Arena and Gripe) and four projects in their preparation faze (East coast, Poljud, Kopilica and waste management of Karepovac).

Head of the County Mr Zlatko Ževrnja emphasized that this, largest Croatian County, after the last years alterations and additions of the area plan has numerous development opportunities. The County offers 98 tourist locations as well as 70 locations for Nautical tourism, 57 locations for renewable energy (wind parks and solar parks), 27 business zones of which 13 are almost completely equipped in infrastructure, and 17 locations for aquaculture i.e. fish production.

There is a plan to build a dozen golf courses within the County which would in turn enrich the tourist offer for the preseason and postseason said the Assistant to the Head of the County Department for economy and EU integrations, Mr Vicencije Biuk.

After giving a short presentation of the County economy the President of the CCE County Chamber Split Mrs Jadranka Radovanić invited the guests saying "It is time to invest in the Split and Dalmatia County" and added that this is the third such event organised by the County Chamber Split presenting the economic potential of the City of Split and the Split and Dalmatia County to the representatives of the Diplomacy as one of the most important segments in attracting foreign investors. She emphasized the data in regards to investments which for the Split and Dalmatia County was EUR 1.3 mil in the last ten years holding the high fourth place in investments in Croatia. She thanked the representatives of the Diplomatic Club for continuous good cooperation during the organisation of business delegations going abroad as well as visiting our County.

Delegate of the Ministry of Foreign and European Affairs, Mrs Renata Dračić, expressed confidence that this two day study tour will enable the diplomatic – economic representatives to have a better insight in the potential of this area, and with it a better economic cooperation.

After the presentations at the Chamber, the foreign diplomats visited Luka d.d. Split, and during their second day, on 11 April a visit was organised for them to the Business zone in Dugopolje - the Logistic-Distributive centre of Agrokor, the Business zone Kukuzovac in Sinj – companies Olassagasti (production of anchovies), Pršutana Marović (prosciutto production) and a visit to the City of Trogir.

Source:
Croatian Chamber of Economy, County Chamber Split,
Goranka Košta, Head of International Relations Department

Zagreb, 22.04.2014

Business breakfast: Creating competitive advantage through people



Nordic Chamber of Commerce in Croatia organized on 22 April 2014 at Esplanade Zagreb Luxury Hotel the business breakfast with member of the Chamber, company SELECTIO Kadrovi. The topic was: "Creating competitive advantage through people".

The guest speaker was Ms Ana Vojnić Tunić who addressed latest trends in managing people in organizations and how to provide benchmark of HR practices in leading companies in Croatia. By using different concrete examples and cases it was shown how developed HR processes contribute to profitability and which HR practices create competitive advantage in Croatia.

During the presentation representatives of the Nordic-Croatian business community were informed about a numerous of significant actual aspects that involve this topic, such as: the state of labor market in Croatia, how to attract and manage people that will create competitive advantage for a certain company, which HR processes make the difference in financial outcomes of the company, from which business cases in Croatia we can learn, etc. The lecture was followed by discussion based on participant's individual questions related to the topic. The event raised huge interest and was attended by the representatives of Nordic-Croatian business community in Croatia.



Events in Brief

Presentation of the Croatian Nautical offer, International Boat Show Helsinki and the "Croatian day"

Croatian Chamber of Economy, County Chamber Split / Enterprise Europe Network have organized a mutual presentation of Croatian companies at the International Boat Show in Helsinki, held on 7-16 February in Helsinki, Finland.

International Boat Show in Helsinki is intended for companies from the nautical industry. In 2013 there were 300 exhibitors from all around the world, and over 80.000 visitors. The 21 square meters of the exhibition area of CC Split presented the following companies: ACI d.d. Opatija, ASTAREA d.o.o. Split, ARCH INTERNATIONAL d.o.o. Sukošan, DALMATIA CHARTER d.o.o. Trogir, NOA YACHTING d.o.o. Solin, NAUTIKA CENTAR NAVA d.o.o. Split and M-TRAVEL TOURISTSERVICE Stomorska/Split.

On 11 February an event named "Croatian day" was held at the Croatian Embassy in Helsinki as part of the presentation of the Croatian Nautical offer in Helsinki.

"Croatian day" was organised together with the EEN Helsinki Regional Chamber of Commerce. Croatian Embassy in Helsinki was the host of the event representing economic and tourism potential of the Split and Dalmatia County together with the nautical offer. As part of the "Croatian day" the participants were welcomed by the Croatian Ambassador in Finland Mr Krešimir Kopčić, Mr Šikić – Director of the Tourist Board for Scandinavia presented Croatia as the tourist destination and Mrs Košta from the CCE CC Split presented the economic potential of the Split and Dalmatia County and the possibilities of cooperation with Finnish companies.

In cooperation with the EEN Helsinki Regional Chamber of Commerce all Croatian companies have had a list of partners in line with their interests and have participated in B2B meetings at the Embassy, but also at the Croatian stand within the fair VENEBOAT.

Source:
Croatian Chamber of Economy, County Chamber Split,
Goranka Košta, Head of International Relations Department

Bisnode Croatia have developed Executive package, new analytical tool for making smart decisions



Bisnode Croatia's experts have developed Executive, new analytical tool for making quick and smart business decisions based on trusted and quality business information.

Executive is an analytical concept for quick and easy diagnosis and presents qualitative information and technological upgrade of existing modules of the portal Poslovna.hr. New features that makes Executive unique are implemented static functions (Company Performance Panel - with key financial data and trends change compared to the previous period, Textual Analysis of the selected operating business entity) and one dynamic (Business Scanner).

| | | | | | | |
|------------|------------|-----------|------------|-----------|----------------|----------------|
| -25,5% | -95,4% | -21,4% | +7,8% | +0,5% | +11,9% | +28,0% |
| PRIHODI | NETO DOBIT | ZAPOSLENI | AKTIVA | KAPITAL | TEKUĆA IMOVINA | TEKUĆE OBEVEZE |
| 49.667.700 | 31.700 | 33 | 19.360.800 | 5.886.900 | 12.502.900 | 11.084.900 |

Company Performance Panel represents overview of key quantitative data on the business operations of the selected business entity for the last year for which it is committed to the annual financial report. Also, it contains data for the current year and indicators of changes compared to the previous year, expressed as a percentage. The above data, the purpose of visualization, the colour is displayed characteristic changes (positive - green, gray - stagnation, red-negative).

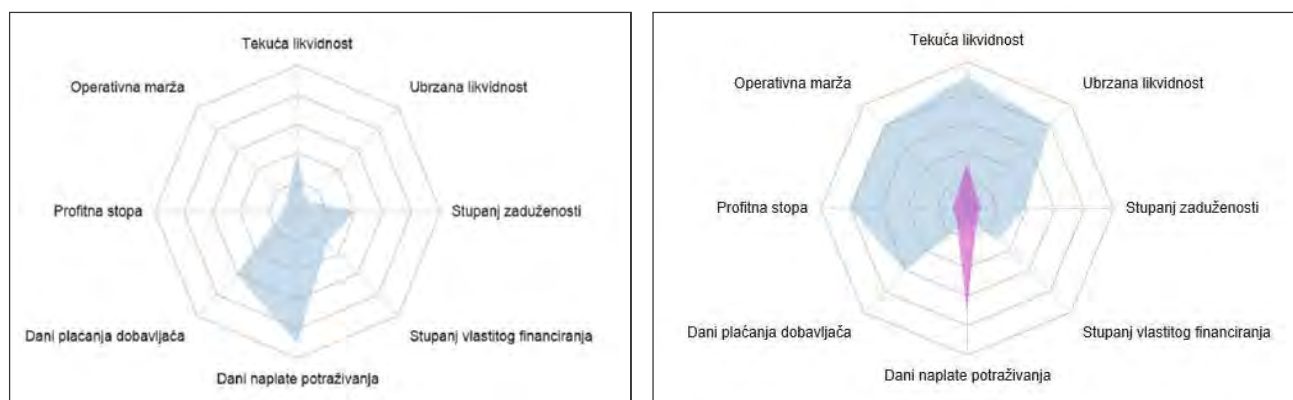
Analiza

Poslovni subjekt BISNODE d.o.o. registriran je za djelatnost Nespecijalizirana trgovina na veliko (46.90). BISNODE d.o.o. je mali poduzetnik u privatnom vlasništvu. Temeljni kapital poslovnog subjekta financiran je 100% stranim kapitalom, a u prethodnom razdoblju nije mijenjao iznos temeljnog kapitala. BISNODE d.o.o. je 2012. ostvario ukupni godišnji prihod u iznosu od 17.049.345,00 kn što predstavlja relativnu promjenu ukupnih prihoda od 6.650.595,00 kn u odnosu na prethodno razdoblje kada je poslovni subjekt ostvario ukupne godišnje prihode u iznosu od 10.398.750,00 kn. Poslovni subjekt je tokom posljednje dvije godine poslovao s gubitkom. BISNODE d.o.o. je u 2012. ostvario neto rezultat poslovanja u iznosu od -81.742,00 kn dok je ostvarena neto marža iznosila -0,50%. Poslovni subjekt BISNODE d.o.o. u 2012. povećavao je broj zaposlenih, a imao je 29 zaposlenika.

Company Analysis is analytical review created for every company in our portfolio in which we bring the most important information related to the operations of the company in the previous period and related to the financial condition of the company. Thanks to the use of all relevant information about a company textual analysis can serve as a reliable and identification of a particular business entity.

Business Scanner offers a quick and simple glimpse of the financial operation of a selected business entity or a selected activity, location or size, with the option of comparison according to several criteria, as well as providing complete information for making wiser business decisions.

RADAR



Graphical representation in the form of a radar allows the user to get a glimpse of the value ratings for eight financial ratios according to selected criterion/a (three at most), two from each of the four key analytical areas: liquidity, debt, activity and profitability. Some names of financial ratios in the radar and control panel are abbreviated in the third segment in relation to the full names complying with professional rules (this text always incorporates the abbreviation next to the full professional term) according to the requirements of the technological solution which ensured a better graphical representation of the performances in the radar.

Radar structure is organized so that, by looking in the clockwise direction, the user is seeing more clearly and completely the picture of what they selected to view, according to one, two or all three criteria. In making the selection and construction, attention was paid to the features and specificities of the Croatian economic system and current challenges.

The ratings in the radar range from 10 to 1. Rating 10 is awarded to excellent ratio values and rating 1 to the worst ones. Connections between the range of ratings and the value of the ratios were made based on reviewing the entire economic population, by eliminating extremely positive and negative values which have no reference, applying professional rules in the field of economic statistics.

Source: Bisnode Croatia



Events in Brief

Ericsson Nikola Tesla - Vipnet first in Europe implemented Ericsson's PSI system for additional energy savings on base stations



Based on the growing need for development of mobile broadband, Croatian operator Vipnet has continually been working on the development of ecologically acceptable power network systems, which proved to be useful in remote and inaccessible locations on the Adriatic coast. By analyzing possible solutions on the market, Vipnet decided to test the PSI system developed in Ericsson and implemented it in cooperation with Ericsson Nikola Tesla. It was not applied by any company in the Europe up to the moment of implementation. Already in its test phase the system showed greater performance and coverage than any other solutions for base stations which use renewable energy sources. This system recorded additional 40 to 50 percent energy savings.

This cooperation and implementation is recently globally and locally recognized and promoted in a movie and a brochure Vipnet, Croatia: From coast to coast, as a success story in bringing energy savings without compromising on the network coverage and performance.

http://www.ericsson.com/thecompany/our_publications/reference-stories-a-z/vipnet-croatia

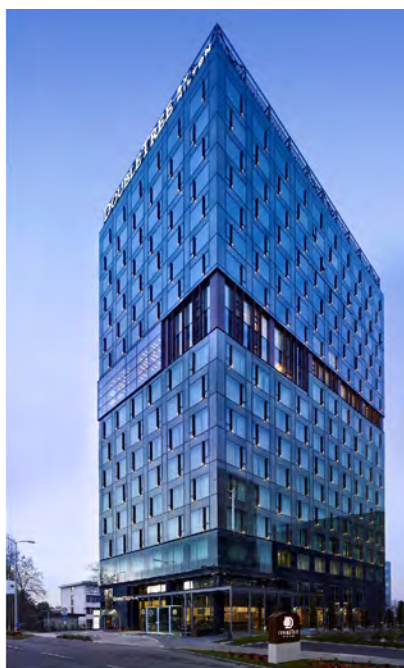
Source: Ericsson Nikola Tesla

Hotel DoubleTree by Hilton Zagreb awarded sustainable hotel certificate



Hotel DoubleTree by Hilton Zagreb is one of only 3 hotels in Croatia that has been awarded a „sustainable hotel“ certificate in the highest category – superior. Being a part of the only multibrand company in hospitality business that made measurement and sustainability improvement a global

standard, this comes as another great recognition and additional confirmation of all the action steps in our hotel. „The most valuable factor in our bid to achieve sustainability in the business is people. Without their knowledge and actions, the system would not be effective as it is, therefore we invest heavily in employee education. In addition to the online course on sustainability, internal lectures and continuous upgrading of knowledge, we constantly measure the effects of individual departments and arrange new positive action.“, says General Manager Karin van den Berg. The certificate has been awarded by Croatian Association of Employers in Croatia. The pilot-project Green business in hospitality encompassed 21 hotel from the whole Croatia.



Source: Hotel DoubleTree by Hilton Zagreb

KONČAR – Electrical Engineering Institute wins the CSR Index award for the fifth time

KONČAR


As part of the 5th National Conference on Corporate Social Responsibility (CSR), held yesterday in Zagreb, the Index CSR awards were given to the best companies.

In the category of socially responsible relations with the community the winner is KONČAR - Electrical Engineering Institute, which has won the award for its socially responsible business practices four times already. The award was presented by the Croatian Chamber of Commerce, and the conference was held in organization of the Croatian Business Council for Sustainable Development under the high auspices of the President of the Republic of Croatia, Ivo Josipović.

Source: Končar Elektroindustrija d.d.

KONČAR - Generators and motors (GIM) - compact generators for Norway

KONČAR

As part of the cooperation agreement with the company Smakraft for the delivery of power generators up to 5 MVA for small hydropower plants (SHP) to Norway, KONČAR - Generators and motors (GIM) made compact generators for two power plants.

A synchronous generator with the power of 4.3 MVA has been delivered to MHE Reinaga which is located in the province of Nordland near Korgen. After a successful factory tests taken in mid-March, a 3.1 MVA power generator was also delivered to MHE Vassvikelva which is being built in the province of Hordaland on the river Vassvik in the wider area of Odda. GIM have delivered a total of nine generators to their Norwegian partner so far. With these two, during the spring months GIM will make and dispatch two more 3.2 MVA power generators.

Source: Končar Elektroindustrija d.d.





Lindström's showing strong growth in Croatia



Lindström is one of Europe's leading textile service companies with a proven track record to help strengthen customers' company image by means of workwear solutions. Lindström entered the Croatian market in 2012 and has quickly established a strong customer base.

Strong start in Croatia

Croatia was the 21st country for Lindström to start its business, and it is clear that the investment has already paid off. Customers in Croatia have recognised Lindström's high standard in textile management regarding hygiene and microbiological quality control.

"Our clients come from the food industry, the manufacturing industry as well as retail and service industry. The service is available in every corner of Croatia, regardless of the business sector or the size of the company", says Mislav Barišić, Managing Director, Lindström d.o.o.

Recent EU membership brought with it new EU standards also for Croatian companies. New standards have a strong impact especially for the food business environment. "Competition has increased significantly. "Croatian food companies have to compete for the first time in the free market with other European players, and one of the key elements is to follow EU food hygiene standards", Barišić describes the situation in the market. To be successful in the competition Croatian food companies have to increase productivity and efficiency, as well as to win the confidence of customers. Food companies pay more and more attention to the hygiene of production facilities and working environment.

A certified quality management system ensures that Lindström work wears always hygienic. Lindström's service complies with EU standard EN14065, with which the level of hygiene is ensured throughout the maintenance process. This standard applies to food industry as well as hotel, restaurant and health care workwear maintenance.

Source: Lindström

DNV GL top ranked among sustainability assurance providers



DNV GL is a global leader in sustainability assurance services, according to the 2013 global survey by Verdantix.

The Verdantix survey provides a detailed comparison of the sustainability capabilities of global assurance providers, in order to help buyers of sustainability assurance understand which providers have the strongest expertise in nine key service capabilities. DNV GL was ranked as the leader.

Verdantix gave DNV GL an especially high score for product sustainability assurance, an achievement tied to DNV GL's investment in product water footprints as well as its ProSustain™ standard. The survey itself recognises DNV GL's expertise in management system certification as a foundation for a broader assurance services as well as a strong expertise in sustainability assurance services.

The survey assesses assurance providers against a total of 63 criteria and reflects the views of 15 buyers of sustainability assurance services, comparing the assurance capability and market momentum of the providers.

Source: Det Norske Veritas Adriatica d.o.o.

Events in Brief

ABB's Emax 2 breaker wins Red Dot 2014 product design award



The Emax 2 is the world's first low voltage circuit breaker with integrated power management. The Red Dot Product Design Award (red-dot.org) has recognized international excellence in product design since 1954.

Launched in 2013, ABB's innovation, the Emax 2 circuit breaker, replaces existing traditional breakers and has the potential to achieve annual savings that are equivalent to the electric consumption of 1.4 million EU households per year - or 5.8 million megawatt-hours (Mwh).

Breakers are used where protection and control of large amounts of energy is needed in a low-voltage environment like industrial and commercial buildings, data centers or ships. The breaker contains a protection trip relay with an integrated power controller that measures and evaluates energy consumption, then manages the loads to maintain or reduce the peak power usage as determined by the user.

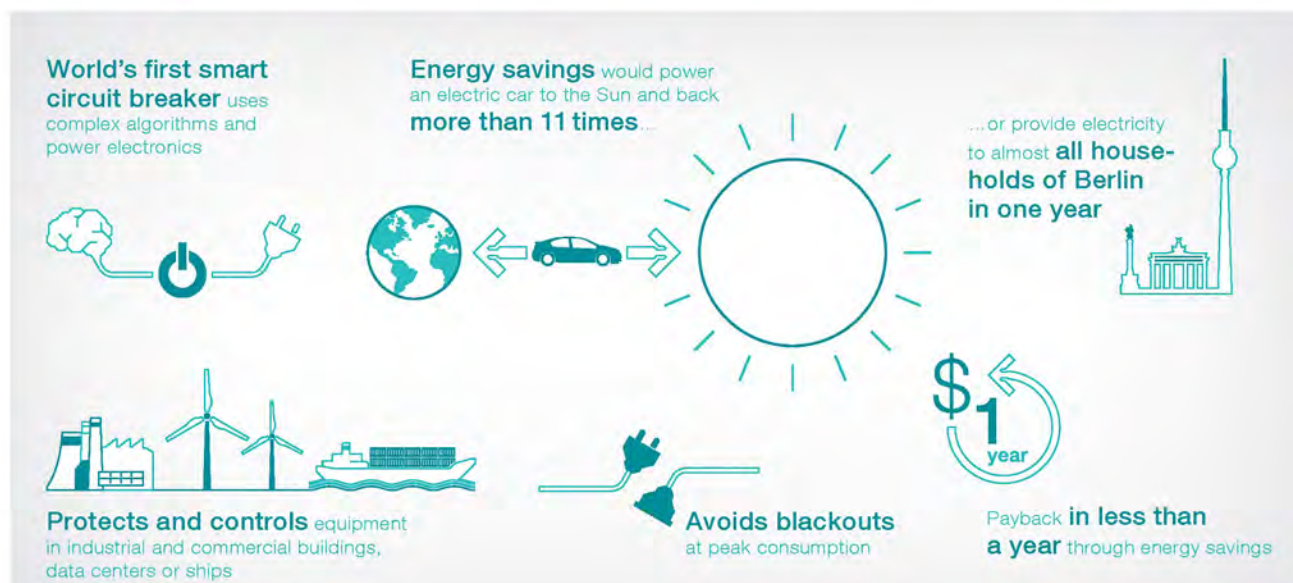
"We are proud of our ground-breaking technology and the Red Dot Product Design Award recognizes the team's achievement," said Giampiero Frisio, head of ABB's Breakers and Switches business unit. "Breakers are all around us and now they can not only break power when required, but also manage this power."

The Emax 2 is the only breaker of its kind to both protect electrical circuits, and also reduce energy consumption based on our needs, thereby leading to massive reductions in energy waste and a lower carbon footprint. What makes it truly exceptional, is that it achieves all of that within a single device.

"For example, in a manufacturing plant, all lines are being used and then an additional piece of equipment with a high power load is needed, which would exceed the maximum power use, the Emax 2 would stop the electricity supply to a non-essential source such as the air-conditioning in the canteen, which is empty because lunch is over," Mr. Frisio explained. "The building manager can determine how it is set to meet the specific requirements of the plant and ensure optimum energy efficiency."

Source: ABB d.o.o.

Emax2 – The first circuit breaker that saves energy Turning a protection device into a smart energy saver





Events in Brief

Hartmann – award for the investment in CSR



On 25 March, Hartmann Croatia was awarded for its investments in corporate social responsibility at a national conference held in Zagreb.

Hartmann Croatia was recognised for its efforts in 2013 to promote the sustainability of its business through investing in human resources, new technologies, environmental protection and local community work.

Involving all aspects

„Being socially responsible means taking care of all aspects of business and life: profit, environment, employees and future generations,” says Melita Bači, Managing Director, Hartmann Croatia

“I’m very proud that we have been recognised as Croatia’s most socially responsible company in our segment,” says Melita Bači, Managing Director, Hartmann Croatia.

Examples of efforts

Hartmann Croatia’s CSR efforts include the observance of several ISO standards within product quality, environmental safety and health & safety for the employees – in alignment with Group policy in these areas.

Local contribution

Besides this, extensive contribution to the local community through collaboration on projects for orphans, the blind, the disabled and generally supporting social and sports activities.

For the fifth year running, Hartmann Croatia organised Easter workshops in cooperation with local community partners from kindergartens and social institutions. The Easter workshops gathered some 300 participants, who decorated eggs made of moulded fibre. Hartmann has for a long time enabled creative workshops for socially sensitive individuals and children from kindergartens. The Easter eggs were exhibited in Koprivnica during the Easter week with the revenue from a charity sale of the eggs distributed to the institutions participating in the workshops.

The main goal of the workshops is to better integrate participants in the local community as part of Hartmann’s sustainable development efforts.

Source: Hartmann Croatia

Pedersen & Partners continues Latin American expansion - opening in Santiago, Chile



April 1st, 2014 – Santiago, Chile – Pedersen & Partners, a leading Executive Search firm with 51 wholly owned offices in 48 countries, is extending their coverage of the Latin American region by opening its newest office in Santiago, Chile. Claudio González-Carrasco will be the Country Manager for the newly established office. Santiago will mark the 5th wholly owned office in the Americas for Pedersen & Partners, with offices also located in Bogota, Lima, São Paulo and Toronto.

Mr. González-Carrasco brings to the firm more than a decade of extensive experience in the Executive Search and Financial Services industries across Europe and Latin America, having held senior positions in the UK and the Netherlands, and regional management responsibilities in Latin America, with an emphasis on Chile, Colombia, Peru and Brazil. Most recently, Mr. González-Carrasco held the position of Partner, responsible for Latin America, with an international executive search firm where he completed numerous cross-border searches throughout Latin and North America.

“I’m pleased to join Pedersen & Partners, and to work with them on building their presence in Chile, and continuously throughout Latin America. Pedersen & Partners is a trusted advisor to their clients, and has a known reputation worldwide for their high standards and unsurpassed knowledge of emerging markets,” stated Claudio González-Carrasco.

The continued expansion throughout Latin America is a priority for Pedersen & Partners, as they continue to gain market share and deliver high quality executive search services throughout the region for their local and international clients.

Source: Pedersen & Partners



Securitas now performs a control of passengers and their hand baggage at Zagreb International Airport



At the beginning of April this year, the company Securitas Hrvatska has finished the process of taking over operations regarding safety control of passengers and hand baggage at Zagreb International Airport, which with this became an important part of Croatian security history. Specifically, with the amendment to the law on aviation security from 2011, it is specified that control of passengers and hand baggage in Croatia are carried out by private security guards. These tasks were performed by the Croatian police until now.

Safety control of passengers and hand baggage at Zagreb International Airport are performed by 85 employees of Securitas Hrvatska, 40 of which are women. The entire process of selection and training of candidates was highly detailed and demanding. Security is at the top of the priority list of air traffic, which is why the selection of personnel and detailed training of employees is very important. In Securitas Aviation Business Centre in Brussels world experts for aviation security are employed, who constantly take care about the quality and transparent implementation of new

Securitas countries in air traffic. The Securitas Corporation is known as a world leader in aviation security. It protects the 200 most respected airports in the world with 20,000 employees in the field of aviation. As the operations of the classic security guard is very different in comparison to this, in Securitas we believe that this project will bring changes to entire security business in Croatia, and raise it to a higher level.



Source: SECURITAS Hrvatska d.o.o.

Tele2 Croatia won the BestBuy Award – recognized and rewarded from the Croatian public



Tele2 Croatia won the BestBuy Award in Croatia for 2014/2015. The „Best Buy Award“ medal provides a clear indicator that Tele2 products and services meet strict quality standards while matching reasonable price points – or to simplify it „**Best Buy Award = best price and quality ratio**“.

Tele2 won the BestBuy award for 2014/2015 in three categories:

BestBuy mobile operator (Overall)

BestBuy mobile voice provider – Prepaid

BestBuy mobile internet provider – Prepaid

The research was done in Croatia during January 2014, based on 1200 people (more about this award program is available at <http://www.bestbuyaward.org/index.asp?lang=hr>).

This is the first time that Tele2 got this respectable award which represents objective recognition of Tele2 main brand and company positioning as Best Deal operator.

“There is no better reward for any business, than having customers truly recognize its efforts. We are very happy and proud that our relentless focus towards customers and value, has been recognized by the Croatian people. These valuable awards, which come directly from Croatian mobile customers irrespective of which operator they use, confirms that we are the mobile operator delivering best value for money, consistently. Our goal is and will always be to continue to offer the best value for money and affordable communications services for all, period.” said Adrian Garret, Commercial Director of Tele2 Croatia.

Source: Tele2 Croatia



Events in Brief

Rockwool - HALVED BILLS FOR THE TENANTS IN THE RENEWED SKYSCRAPERS IN RIJEKA



Increasing Number of Energy Refurbished Skyscrapers in Rijeka

The buildings that were energy refurbished last year were obviously a good motivation to others. At the moment 3 more skyscrapers are being energy refurbished in Rijeka.

Insulation of 14 cm thickness has become a standard in Rijeka

Several skyscrapers in Rijeka, whose facade was energy refurbished during 2013 were co-financed with more than 200,000 euros each. One of the conditions of the Energy Efficiency Fund tender was better thermal insulation of external walls. Therefore, skyscrapers originally built during 70s are now insulated with 14 cm thick stone wool. While in Croatia 14 cm is unusually thick, in Western Europe it is a common practice.

Cost of stone wool in energy refurbishment costs of the facade amounts to only about 10%

Increased thickness of stone wool ensures lower cost of heating in winter and cooling in summer. Additionally, by increasing the thickness of insulation we can improve the energy class of the building and thus increases the value of the property.

Energy refurbishment is a great opportunity to reduce the risk of fire spread in the building

According to many, the most important characteristic of stone wool is its non-combustibility, which increases the safety of occupants in case of a fire in the building. Stone wool belongs to A1 - the best reaction to fire class. It prevents the spread of fire from one apartment to another. In addition to thermal insulation, stone wool provides noise protection, it is also vapor permeable and does not create ugly and dangerous buildup of fungus.

Investments amounting to several million kunas per building contribute to activities in the construction sector, which was heavily hit by crises in the past several years. This is a win-win scenario, everybody profits; construction companies, manufacturers of building materials, but the tenants whose bills are significantly reduced reap the highest benefits.

Slavoj Benčić, tenant in the renovated skyscraper: The savings are obvious and people are very satisfied. The neighboring skyscraper that was not renewed and the one in which I have a flat are connected to the same heating system. After the renovation, our costs have almost halved. All in all, it was the right move.



Source: Rockwool Adriatic

Interview

Interview with Steffen Drausnigg, Country Manager of ABB Croatia



You have been posted at ABB in Zagreb since July 2012. How would you describe your life in Croatia as a businessman and a private person?

Well, the business climate in whole Europe but especially here in the region is still quite challenging. ABB has two legal entities in the region. Our headoffice is in Zagreb and the other one in Belgrade (Serbia). Further on, we have some Representation offices in Bosnia and Herzegovina, Albania, Kosovo and Macedonia. Totally we employ almost 300 people. I'm working here with a highly motivated team and very experienced Managers I can fully rely on. In general, I am quite satisfied with the development of our business activities in the last two years, we are developing in the right direction.

The big support I have also from my family who are enjoying Croatia from the very beginning. We have already visited many interesting places and we are spending a lot of

our free time at the beautiful Adriatic coast absorbing that specific calm lifestyle. Above all, Croatia and especially Zagreb is a very safe place to live and therefore more desirable for family life and raising the children.

Based on your experience, what are the main advantages in doing business in Croatia and on the other hand what do you see as the main obstacles?

Even under this unpredictable situation we are suffering from the overall European economic crisis, we still see some positive moves and potential to grow in Croatia and in the region. Croatia has high quality education standards which is basic condition for future development and investments.

We in ABB have a huge portfolio, all products and solutions that can support the region with all our latest technologies. I believe that investments in power generation both conventional and renewables will come up and that entering into EU opened up many new business possibilities. Croatia is a very attractive country in terms of potential for development of renewables especially in wind, solar and e-mobility. But before that, Croatia needs key drivers in government support in policy and creating the better investment climate conditions that supports alternatives for power generation like wind farms and solar plants. There is also still a problem with financial discipline that I hope will be improved soon in order to attract foreign investors to come to Croatia as imperative for growth.

In your opinion, how could business cooperation between Nordic region and Croatia be better explored in the future?

I think we are doing quite well already. In ABB we support Nordic chamber because we share the same vision about business opportunities, exchanging our views and developments. We have innovative technologies that can help our customers to achieve their goals while saving energy

consumption and lowering environmental impact. Being a member of the chamber enhances our effort to collaborate and share experience with other members of your community.

How do you see the future of ABB in Croatia?

The major opportunity for ABB in Croatia is always advantage of our leading edge technologies solutions and wide portfolio of products and services which cover traditional but also emerging sectors like renewable energies. Some of the important business potentials are energy efficiency, smart grids and the CO2 emissions reduction. ABB is fully prepared and dedicated to further support Croatia's development in those segments.

What makes ABB a global leader in innovative technologies?

ABB is a technology driven company, where innovations are one of the most important topics – innovation is part of our DNA. We motivate our employees to be innovative and propose ideas that can develop our business model, produce sustainable solutions and give benefit to all stakeholders. Our team of engineers is constantly developing new technologies that ensure to our customers to enhance their business.

In Croatia and the region we are very active as corporate social responsible company. We have long lasting relationships with local universities as the best opportunity for students to enter into working world. That collaboration always resulting with many fresh ideas which open new horizons.



Developing Leaders for New Generations

by Ana Vojnić Tunić,

Employer Partner Certificate Project Manager at SELECTIO Ltd.

Large number of companies create and promote managers within. It is a great way to retain key employees, create leadership that understands business, ensure trust in leadership and is more cost effective. When deciding on whom to promote to managerial role, companies often go for the best specialist. Thus the excellence gets rewarded and the new manager has authority derived from their expertise which is very important. But, how often have you come across great specialists that struggled in managerial role?

Answer for choosing and developing good managers lies in understanding the requirements of different managerial roles and development of right skills. According to Leadership Pipeline Model, with every transition, a person needs to acquire a new way of managing in three key areas:

1. Skill requirements – new skills needed to execute new responsibilities
2. Time applications – new time frames that govern how one works
3. Work values – what people believe is important.

Critical Role of “Soft” Skills

Key difference between manager of self (specialist) and manager responsible for other people is in understanding how results are met. Specialist is responsible for getting results through one's own effort and expertise. On the other hand, manager is responsible for getting results through combined results of his/her team. In that respect, “soft” skills become increasingly significant. Leaders require constant development of communication, time management, decision making and people development skills.

Another important aspect of developing leaders with special focus on their soft skills is employee engagement. It has been proven through numerous researches that engaged employees deliver greater results. One of the key drivers of employee engagement is leadership and trust in management. While advancing, managers need to stay in contact with employees and strengthen their authenticity and ability to lead and inspire in order for people to follow them with enthusiasm.

Development with Active Role of Superiors

In order to develop soft skills, future managers need continuous support through coaching and providing feedback, specific trainings, networking inside and outside company as well as exposure to assignments that will introduce them to new insights, expand their perspective and challenge their skills. Success in completing development task combined with periodic evaluation of key competencies additionally provides insight in readiness of candidates to take on a more complex role.

Leadership development needs to be carefully planned and lead on highest level. Apart from HR department, all levels of managers have significant role in selecting and supporting development of lower managers as well as providing feedback, coaching and leading by example. Thus culture of development is created, managers stay in closer contact with their subordinates and succession is based on readiness of potential candidates.

Member to Member Program

Through its Member to Member Program, the Nordic Chamber of Commerce offers its members a number of different benefits. Member to Member Program is an extended tool aimed to additionally link company members among themselves and stimulate their active mutual cooperation.

Henceforth, we are pleased to present you the Nordic Chamber company members offering special benefits within their business activity to other members of the Chamber.

Bisnode Croatia

Bisnode Croatia provides special discount of 20% on Poslovna.hr Executive package, new analytical tool for making quick and smart business decisions. Executive package includes 300 million records about more than 650.000 business subjects in Croatia. With analytical tools Company Performance Panel, Business Scanner and Company Analysis included in Executive package, it's easy to quick and smart business decisions based on trusted and quality business information Discount is available for all members of the Nordic Chamber of Commerce in Croatia.



CMS Reich-Rohrwig Hainz, branch office Zagreb

Legal services at privileged rates to all members of the Nordic Chamber of Commerce in Croatia.



Esplanade Zagreb Luxury Hotel

Esplanade Zagreb Hotel is offering exclusive discounted room rates to all members of the Nordic Chamber of Commerce in Croatia. The rates are seasonal and are subject to availability.



Hotel DoubleTree by Hilton Zagreb

DoubleTree by Hilton Zagreb offers special corporate 15% discount on Best Available Room Rate for all members of the Nordic Chamber of Commerce in Croatia.



IMC agencija

IM&C agency provides special discount of 15% on media training to all members of the Nordic Chamber of Commerce in Croatia.



Media net

Individual presentation of company and 30% discount on a particular service within the company's media intelligence service program to all members of the Nordic Chamber of Commerce in Croatia.



Moto-Ris Volvo

15% discount on car service and spare parts to all members of the Nordic Chamber of Commerce in Croatia.



Radisson Blu Resort, Split

Radisson Blu Resort, Split is offering exclusive discounted room rates to all members of the Nordic Chamber of Commerce in Croatia. The rates are seasonal and are subject to availability.



Restaurant Les Ponts

The Restaurant Les Ponts offers special discount of 10% on food and beverages to all members of the Nordic Chamber of Commerce in Croatia. Additional special offer; the possibility of making presentations at Les Ponts.



Sense Consulting

Sense Consulting offers 15% discount on all their services to all members of the Nordic Chamber of Commerce in Croatia.



Telektra

Telektra is offering 25% discount on lighting fixtures of established European producers to all members of the Nordic Chamber of Commerce in Croatia.

Telektra, the leading company in Croatia which deals with creation of lighting design solutions, distribution and sale of lighting fixtures of established European producers is offering to members of the Nordic Chamber of Commerce free of charge creation of lighting design and complete technical support, with feasibility study for the purpose of energy efficiency (replacement of existing inefficient lighting fixtures with the new ones).

Telektra is offering certain products from the outlet offer, lighting at special discount prices.



Notice for members:

For more information about the terms for using special membership benefits or for joining the membership discount program, please contact the Executive office at: Tel: +385 1 5393 751, Email: office@nordicchamber.hr

Membership information

Members of Nordic Chamber of Commerce

- ABB d.o.o.
- Bisnode Croatia d.o.o.
- Carlsberg Croatia d.o.o.
- Ciklopea d.o.o.
- Croatian Bank for Reconstruction and Development (HBOR)
- CroNoMar d.o.o.
- Det Norske Veritas Adriatica d.o.o.
- Divjak, Topić, Bahtijarevoć Law Firm
- Eco Consult d.o.o.
- Elkem d.o.o.
- Embassy of Denmark
- Embassy of Finland
- Embassy of Sweden
- Ericsson Nikola Tesla d.d.
- Esplanade Zagreb Hotel
- Hartmann d.o.o.
- Hilton Cluster Croatia – DoubleTree by Hilton Zagreb & Hilton Imperial Dubrovnik
- IKEA Hrvatska d.o.o.
- Josip Vuko
- Končar-Elektroindustrija d.d.
- Law company CMS Reich-Rohrwig Hainz, branch office Zagreb
- Les Ponts (VeMaG d.o.o.)
- Libertas Regis d.o.o.
- Lift Modus d.o.o.
- Lindström d.o.o.
- IMC agencija d.o.o.
- MacGregor Croatia d.o.o.
- Marit Holten Split d.o.o.
- Media Net d.o.o.
- MojPosao d.o.o.
- Moto-Ris d.o.o.
- NAVIGARE YACHTING d.o.o.
- Nokia Solutions and Networks d.o.o.
- Nordic Chamber - Executive office
- Patria Land Services Oy
- Pedersen & Partners d.o.o.
- Podravka d.d.
- Radisson Blu Resort, Split
- Rockwool Adriatic d.o.o.
- Royal Norwegian Embassy
- Saab International AB, Podružnica Zagreb
- SECURITAS HRVATSKA d.o.o.
- SELECTIO Kadrovi d.o.o.
- Sense Consulting d.o.o.
- TELE2 d.o.o.
- Telekra d.o.o.
- Tetra Pak d.o.o.
- Tibor Jerger
- United Nations Development Program - UNDP
- Verdispar International d.o.o.
- Vukmir and Associates
- Zračna luka Split d.o.o.
- Zračna luka Zagreb d.o.o.

New members

- Zračna luka Dubrovnik d.o.o.

Zinfandel's

restaurant



Superb dining experience in the heart of Zagreb

Relaxed elegance and a delightfully quirky menu are the name of the game under the guiding hand of Chef de cuisine Ana Grgić and her staff, who together serve up creative tastes and impeccable service with a refreshing touch of humour. Innovative cuisine in a delightful setting includes terrace views and alfresco dining options.

Available on the
App Store

Download our free iPhone & iPad app
with Zinfandel's à la carte menu.

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The Nordic Chamber of Commerce

The Nordic Chamber of Commerce is a non-profit organization established in November 2005. It is the only Chamber in the region gathering established Nordic companies. The Nordic Chamber of Commerce in Croatia has been founded with the purpose of establishing a platform for the exchange of ideas and experiences within the Nordic business community in Croatia, to promote and strengthen the network cooperation

between Nordic companies and the Republic of Croatia and to contribute to the development of business relations and activities between Nordic countries and the Republic of Croatia.

The activities in fulfilling the purpose of the Nordic Chamber of Commerce in Croatia are various : Supporting a constant improvement of the investment environment in Croatia, promoting Nordic companies in Croatia through

events, supporting and promoting activities which benefit the interest of the members of the Nordic Chamber of Commerce in Croatia, promoting economic, cultural and social relations between the Nordic countries and the Republic of Croatia, Striving for constructive solutions for trade between Nordic countries and the Republic of Croatia and organizing regular member meetings.

Benefits of becoming a member:

Network

- * Taking part in the experience groups
- * Contact to Nordic and Croatian companies on management level
- * Joining sector groups
- * Attending/ socializing at dinners, breakfast meetings, presentations and social events
- * Cooperation with Nordic embassies in Croatia

Business services

- * Access to the contacts of members and associates
- * Special offer to/from members and associates via Chamber publications
- * Using Chamber services for conferences, round tables and m2m meetings
- * Partner searches, opening new possibilities in Croatia and the Nordic markets

Marketing

- * Sponsorship of business and social/networking events
- * Advertisements to other members and associates
- * Direct mailing by the Chamber to members and associates
- * Promotion in our publications and on the web page

Membership categories:

Nordic member (patron, corporate, business, individual),
Associated member (institutional, business)