• Patron Executive Cocktail with Mr. John G. Rice, Vice Chairman of GE, President & CEO of GE Global Growth & Operations

• New MEAT in Town – EU Introducing the ‘Value for Money’ Rule for Public Tenders

• Arbitration in Practice
Patron membership category will bring you many great advantages and additional promotion for your company. The Patron category, in addition to all AmCham benefits, entitles you also to:

- 5 free of charge participations, within a year, at regular AmCham events for company representatives (except charity gala dinners)
- Logo displayed at all events
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- 35% discount on all advertising
- Free Q-bulletin ads
- Special event

If you would like to join or upgrade your membership to Patron category, or need any additional info, please contact AmCham office.
Dear Members and Friends,

At the end of March, Brussels, the administrative and political center of Europe will receive additional vibrancy and international flair, bringing together EU and U.S. topics on occasion of the Transatlantic Conference organized by AmCham EU. On that day, Brussels gathers European high politicians, legislators, young staffers from the European Parliament, as well as U.S. officials, America’s top business people, business organizations and this year, two chief TTIP negotiators: Dan Mullaney and Ignacio Garcia Bercero. U.S. Ambassador to the EU, the Honorable Anthony L. Gardner focused his address on 3 key areas: Trade topic as related to TTIP, digital agenda and energy security. The U.S. is deeply committed to working together with the EU on those 3 topics. He compared the importance of the digital agenda with the steam power and electricity of the 19th century. Jean-Luc Demarty, DG Trade, European Commission emphasized that the negotiations have led to substantial results and that it is crucial for the agreement to be achieved at a balanced and ambitious level.

The person always bringing excitement to this annual event is Joseph Quinlan, Senior Fellow, Center for Transatlantic Relations, who launched his Transatlantic Economy Report in 2015. The report showed that since the financial crisis, the United States and Europe have embarked on divergent economic paths. The U.S. economy is now in its sixth year of recovery while Europe struggled in 2014 to avoid a triple-dip, or a third recession in six years, with real growth at 0.9% versus 2.4% in the United States. As of February 2015, America’s unemployment rate was 5.7% compared with 9.9% in Europe. Quinlan stressed a need to ensure this gap does not widen as it could have negative repercussions for both sides of the Atlantic. He sees TTIP as an opportunity to make a positive difference and produce a much needed growth for both the EU and the United States. Despite these findings, there is cause for optimism: the United States and Europe remain each other’s most important markets, generating $5.5 trillion in total commercial sales each year.

Since the 1960’s and the continuous development of EU and U.S. economic relations building the backbone of world economy, world GDP has grown from less than 2 trillion to more than 80 trillion dollars. The World Bank estimates that in 2019 for the first time, the world GDP will be more than 100 trillion dollars. It is evident that this close relationship has contributed immensely to global well-being and accelerated development. Transatlantic economy is still the main global economic driver, and this relationship is still getting stronger and deeper. AmCham members will be able to hear more about global economic trends and transatlantic economy and personally pose questions to Joe Quinlan, who will be our keynote speaker in October.

Sincerely,
Andrea Doko Jelušić, Executive Director
BREAKFAST ON ARBITRATION
ARBITRATION IN PRACTICE (PERSONAL EXPERIENCE & EXECUTIVE PRESENTATION), February 27

Speakers:
• Davor Babić, professor of law (Univ. of Zagreb), practic- ing arbitrator
• Marijan Pavlović, Dalekovod d.d.

Arbitration is a non-governmental adjudicating medium that draws its authority from the parties. The characteristics of arbitration, such as cost-effectiveness, confidentiality, reliability, vocational proficiency and party autonomy, are among the most valuable benefits the process can offer to businesses. Businesses need to have knowledge of arbitration agreements, appointing arbitrators, the procedural rules of arbitration and the enforcement of awards in order to benefit from this process.

Participants had an opportunity to hear practitioners’ views on and experiences with arbitration, and learn of the benefits and risks of this form of dispute resolution. Adequate knowledge and proper management of the arbitration process can ensure that a company benefits from arbitration as an alternative to court proceedings.

MEMBER SEMINAR
TAX AND REGULATORY CHANGES IN 2015 February 4

At the first AmCham seminar of 2015, Mr. Krešimir Lipovšćak, Partner at Crowe Horwath, explained the tax and regulatory changes in corporate profit tax, value added tax, personal income taxation, retail regulation, and many others, coming into force in 2015.

IMPROVING HR EFFICIENCY WITH IT SOLUTIONS February 20

Speakers from HSM informatika:
• Blaženka Urbanke, co-founder
• Dejan Rogan, education specialist
• Goran Pečarina, manager of eBusiness
• Željko Čačinović, multimedia manager

Attendees learned from examples from practice how technologies are a real support to the work of human resources as a key link between the human capital and business goals of each company. The presentation covered the following topics:
• Training, development and education of employees
• Successfully attracting and selecting employees
• Regular communication and surveying of psychosocial climate and employee satisfaction

Using examples from practice, speakers presented various IT solutions.

SPEED NETWORKING, February 13

The American Chamber of Commerce in Croatia and the Franco-Croatian Business Club worked together to increase networking opportunities by holding a joint “Speed networking” event.

Speed networking (or a speed business meeting) is a meeting format designed to accelerate business contacts. Members met 20 participants face to face in a moderated session (2-3 minutes spent talking to each person) and afterwards enjoyed a great buffet breakfast and continued networking.
The large audience at the AmCham’s traditional Power Breakfast took part in a fruitful discussion on public procurement, with the relevant team from the Ministry of Economy and State Commission for Supervision of Public Procurement Procedure.

The guest speakers at the mid-March event “Public Procurement: current status and development directions” were Ismar Avdagić, Assistant Minister, Goran Matešić, Chairman of the State Commission for Supervision of Public Procurement Procedure, and Ivan Palčić, Expert Advisor to the Directorate for the Public Procurement System. Their main topic was the obligations imposed by the EU legislative package for modernization of public procurement, to be transposed into national laws by April 2016.

This package is made up of a directive on public procurement (replacing directive 2004/17/EC), a directive on procurement by entities operating in the utilities sectors: water, energy, transport and postal services (replacing directive 2004/18/EC) and a directive on the award of concession contracts. The directives were voted in by the European Parliament on 15 January 2014 and adopted by the Council on 11 February 2014.

One of great novelties of the package is the new criterion of the “most economically advantageous tender” (MEAT) in the award procedures. Upon adoption of the package, the European Parliament’s rapporteur on public procurement Marc Tarabella said: “The new criteria will put an end to the dictatorship of the lowest price and once again make quality the central issue.” At the EU level, public authorities spend around 18% of GDP on procuring works, goods or services.

The European Parliament described the package as ensuring “better quality and value for money when public authorities buy or lease works, goods or services. The directives will also make it easier for small and medium-sized firms to bid and include tougher provisions on subcontracting.” In addition, the new legislation for the first time sets common EU standards on concession contracts.

In Croatia, the Ministry of Economy is planning a public discussion on the introduction of MEAT as the dominant criterion in public procurement procedures. It also plans to conduct education, and the Ministry’s representatives participated in the AmCham’s Power Breakfast as “part of that education campaign,” Palčić said.

The discussion that followed the introductory presentation by the Ministry’s team involved a number of AmCham members present and a variety of topics, from actual cases undergoing appeal procedures in public procurement, through procurement issues in the leasing industry, to companies that provide small bidders with financial capacity. Several members offered their experience in applying to tenders, which was accepted by the speakers and led to agreeing on future closer cooperation.
Proving that all work and no play is indeed not good, we gathered a small but mighty group of our AmCham Talents for a fun after work quiz evening. Both teams showed a high level of general knowledge, but in the end there could be only one winner. We congratulate the winning team which correctly answered 26 out of 30 questions. Special thanks to our sponsors HT for providing presents for winners and Esplanade Zagreb Hotel for tasty curry popcorn!

WINNING TEAM: MILAN LISTEŠ, ALICE ALMER, JASNA MARTINČIĆ, ANA BUNČIĆ, KATARINA RIMAC, JOSIP PENAVIĆ, IVAN ŠINKOVIĆ

AmCham was honored to be able to host Mr. John G. Rice, Vice Chairman of GE, President & CEO of GE Global Growth & Operations, as the guest speaker at an AmCham Patron Executive Cocktail. Mr. Rice addressed the audience with his remarks on energy projects in Croatia and gave an overview of GE’s global operations. His keynote speech was followed by a networking cocktail, where attendees had an opportunity to interact directly with Mr. Rice and share views and experiences.

In November 2010, the GE Board of Directors named Rice to lead the company’s global operations based in Hong Kong. Mr. Rice began his GE career in 1978 and has held several leadership positions, based both in the United States and in other global markets including Hong Kong, Singapore and Canada.

December 9, 2014
JURICA NOVAK
Managing Director of McKinsey & Company Inc. Croatia
“MANAGING CHANGE”

February 19, 2015
TOMISLAV ŠLAT
Regional Country Manager Adria, 3M
“FOSTERING INNOVATION & CREATIVITY WITHIN YOUR TEAM”

March 10, 2015
ZDENKA POGARČIĆ
Head of the Croatian Legislation Office, Government of Croatia
“LEGISLATION & PUBLIC DIALOG”

Short videos from these sessions are available at AmCham website.
Chamber News

>> TTIP AND IMPACT ON CROATIAN ECONOMY, March 9, Faculty of Civil Engineering, Architecture and Geodesy, Split

AmCham was a co-organizer of the roundtable event on the TTIP and its potential influence on the Croatian Economy, together with the University of Split and Mr. Srdan Gjurković, the Chairperson of the Croatian Parliament Finance and Central Budget Committee.

Speakers: Mr. Srdan Gjurković, Chairperson, Croatian Parliament, Finance and Central Budget Committee; prof.dr.sc. Šimun Andelinović, Rector, University of Split; prof.dr.sc. Alen Soldo, Vice Rector for Science and International Cooperation, University of Split; Mrs. Andrea Doko Jelušić, Executive Director, AmCham; Mr. Michael Rousek, Economic Unit Chief, Embassy of the United States of America to Croatia.

>> AMCHAM EU’S ANNUAL BRUSSELS BRIEFING, March 18-20

AmCham EU organized another annual Brussels Briefing, an informative program featuring a variety of speakers, and welcomed over 40 guests representing 25 AmChams from around Europe.

As always the Brussels Policy Briefing was an opportunity to network with numerous AmCham EU members and many EU stakeholders, and to get the latest updates on EU policy priorities and trends. Given the European Parliament elections last May and the newly appointed European Commission in November, this year’s Briefing was an ideal opportunity to hear about the new priorities and the new personalities driving EU policy. The Briefing was also a forum to discuss collaboration and joint advocacy and to share success stories.

This year’s highlights included the Transatlantic Networking Cocktail Reception - an opportunity to network with MEPs and other member state representatives, followed by the Transatlantic Conference, which looked at the latest developments on the transatlantic relationship with key stakeholders and policy-makers. It also featured the annual update on the trade, jobs and investment data between the EU and the US, presented by Joe Quinlan of Johns Hopkins University. A Policy Briefing program was held after the Conference, with updates and discussions on relevant issues for close cooperation with national AmChams, and a company visit to Google.
On 13 May, Joseph A. DeFeo, the CEO of Juran Global and one of the leading authorities on transformational change management and breakthrough management, will hold a lecture titled “Moving from Standardization to Competitiveness and Profitability” at the Croatian Chamber of Economy, tackling one of the main challenges of quality in broader sense in Croatia. His ability to cut through complex issues and apply proven methodologies and solutions has made him a sought-after business partner for industry leaders around the globe, such as Duracell, Samsung and Unilever.

Juran Global was founded by Dr. Joseph M. Juran, one of the fathers of modern quality, the author of the Pareto Principle and the man credited for adding the human dimension to quality management. Steve Jobs said in one of his interviews that his contact with Dr. Juran was crucial in learning how to approach processes. For Juran, human relations were the ones to isolate and resistance to change was the root cause of quality issues, which inevitably led to other issues for companies and organizations. Juran was one of the first to write about the cost of poor quality and predicted that the quality of Japanese goods would overtake the quality of goods produced in the United States by the mid-1970s because of Japan’s revolutionary rate of quality improvement. American response, emphasizing not only statistics but also approaches that embraced the entire organization, became known as Total Quality Management (TQM). Several other quality initiatives followed, including ISO 9000 series published by ISO in 1987.

Joseph A. DeFeo’s lecture will be the central part of the 2.5-hour event (starting at 11:00 a.m.) to mark the start of Juran Global’s larger presence in Croatia and Eastern Europe through Croatian company Metroteka, which will act as the representative of Juran. The event is co-organized with the Croatian Society for Quality, as one of its initiatives to foster for Croatian strategic commitment to quality in the context of global economy.

The Third EU-Southeast European Summit entitled “Can Political, Economic and Business Integration Be the Catalyst for Growth” and organised by The Economist was held in Split, Croatia on March 27th of 2015.

The first session was introduced by John Peet, European Editor at the Economist. Mr. Peet gave an overview of the economic and political context in Europe.

Richard Grieveson, Analyst and Regional Editor for Europe at the Economist Intelligence Unit then discussed reasons for the Western Balkans lagging behind the rest of Central and Eastern Europe in the recovery from the 2008-09 global financial crisis. He outlined the positive short-term factors for growth - including the lower oil price and stronger activity in parts of the eurozone - but also stressed the major medium and long-term challenges for the region.

Ivo Baldasar, the Mayor of Split finished off the introduction by welcoming participants to the city. He discussed the importance of political will for reform, and stressed the natural advantages that Croatia has in tourism.

At the “IT Sector and Knowledge-Based Economy” panel, AmCham President Ivan Vidaković talked about the need for Croatia to improve its international competitiveness.

In the closing panel, Vesna Pusić, First Deputy Prime Minister and Minister of Foreign and European Affairs, Croatia, gave her country’s perspective on EU membership so far. Ivica Dačić, First Deputy Prime Minister and Minister of Foreign Affairs, Serbia, talked about the negative domestic impact of delays in the EU accession process. Igor Lukšić, Deputy Prime Minister and Minister of Foreign Affairs and European Integration, Montenegro, discussed focus on improving the rule of law, economic governance and the reform of public administration as the key to moving towards EU accession.

Ditmir Bushati, Minister of Foreign Affairs, Albania, noted that in terms of security, the development of the Western Balkans is not finished, and gave his views on the position of the Balkans in the EU.

George Ciamba, State Secretary of the Ministry of Foreign Affairs, Romania, gave his country’s perspective on EU membership.
The largest regional business and technology conference Microsoft WinDays is celebrating its 15th anniversary. It will gather more than 1,500 attendees, as well as international and regional speakers from the world of business and technology. The conference will take place at Katoro Resort in Umag from 21st till 24th April.

It is divided into two subject areas, WinDays Business and WinDays Technology. Upcoming trends, the current situation and an increasing connectivity and interdependence of technology and business have directed us towards first assessing the situation from the standpoint and view of businessmen on 21st and 22nd April at the Business Conference, and then checking out the solutions offered by technology from 22nd to 24th April 2015 during the Technology Conference.

The business content will focus on key themes - human resources, new ways of working and youth unemployment. WinDays Business will offer an overview of the tools, methods, as well as available and known, but underexploited financing options that could contribute to finding solutions to the current challenges. It will host recognized international speakers like Gabrielle Jackson, HR expert focused on millennials, Koen Gonnissen, former Belgian Davis Cup team member focused on improving individual and team performance, and Ade McCormack, expert on the future of work, workers, leadership and humanity, as well as confluence of macroeconomic, digital and anthropological trends.

The Technology Conference will present current trends that permeate all aspects of life and all age groups, from the application of technological solutions in schools and at home to the use of business tools. It will deal with IT solutions that contribute to improving business systems, higher quality management of production processes and better use and guidance of human potential and resources.

For more details about the conference, visit the official website www.windays.hr and follow WinDays via Facebook and Twitter.

The New Europe Business Forum is an interdisciplinary event organized by the Zagreb School of Economics and Management, which aims to gather leaders from various fields (business, politics, sports, arts, science) once a year in Croatia to discuss and debate on various topics ranging from entrepreneurship, leadership and scientific innovation to macroeconomic trends and geopolitical events.

NEBF 2015 keynote speakers:
Didier Sornette (professor, ETH Zurich) who will speak about his cutting-edge research on the predictability of financial crises. He delivered a popular TED talk on this topic.
Einars Repše (former Latvian PM and Minister of Finance) Mr. Repše will discuss Latvia’s lessons learned from the global financial crisis, during which time he was Minister of Finance. Why this topic is very interesting can be read in this article by the Economist.
Gregg Robbins, former UBS Head of Wealth Management in Russia.
Jan Mühlfeit (former CEO, Microsoft Europe) will be speaking about exponential technology and the role it already plays in transforming the way we live, do business, transmit knowledge, etc.
Peter Frankopan, famous Oxford historian researching ancient parallels to the current financial crisis.
Robert Swan is a polar explorer, environmentalist and the first man ever to walk unsupported to both the North and South Poles. He is an exceptionally gifted communicator and is regarded as one of the world’s top motivational speakers.
Ryan Leslie is disrupting the music industry with a platform that redefines the barrier between artists and fans, eliminating third parties and thus allowing for more direct engagement. He is a Grammy-nominated artist, multi-instrumentalist, rapper, singer, and entrepreneur who has produced music for platinum artists. Ryan graduated from Harvard University.
Siniša Krajnović, Vice President and Head of Development Unit Radio at Ericsson AB, Stockholm, Sweden Register at nebf.eu and join us on 22 May, Hotel Westin.
Alan Sumina and Zoran Vučinić were named Croatia’s EY Entrepreneurs of the Year 2014 at an award ceremony held in Lauba in Zagreb on the evening of 19 March. The EY Entrepreneur of the Year award is a global program created 28 years ago to promote entrepreneurs and their achievements. It is implemented at the regional, national and global levels, in more than 145 cities and 60 countries.

Alan Sumina and Zoran Vučinić were selected from among the 28 countries’ candidates. The two very ambitious and creative programmers started the company Nanobit in 2008, specializing in developing and delivering mobile applications and games. Today, Nanobit is one of the leading Croatian tech companies, with continuously strong growth. Over 4 million happy customers use their products daily and their apps and games have been downloaded over 40 million times.

In addition to the main prize, the independent jury comprised of Nenad Bakić and Saša Cvetojević, investors and entrepreneurs, Vedrana Jelušić-Kašić, EBRD Director in Croatia, and Lajoš Žager, Dean of the Faculty of Economics and Business in Zagreb, and led by Emil Tedeschi, President and CEO of Atlantic Grupa, presented two other awards. Mate Rimac, founder of Rimac Automobili d.o.o., won the Award for Technology Innovation, and Alojzije Šestan from Šestan-Busch d.o.o. the Award for International achievement. The winners were selected among the six finalists which also included Goran Šutalo from Color Emajl d.o.o., Ante Mandić from IN2 d.o.o. and Nikola Dujmović from Span d.o.o.

Alan Sumina and Zoran Vučinić will compete for the global award along with other national winners in Monte Carlo in June. “Alan and Zoran are a wonderful example of entrepreneurs with a clear vision and strategy, and I am convinced that they will represent Croatia in a remarkable way.” commented Berislav Horvat, EY Croatia Country Managing Partner.

The program has been supported by Raiffeisenbank Austria acting as general sponsor and Nexus Private Equity Partners, also as sponsor. The American Chamber of Commerce, the Croatian Agency for SMEs, Innovations and Investments and the Croatian Employers’ Association are all partners of the program.

Effective public administration requires a change of awareness, a competent operating team, education, a clear communication strategy and, most importantly – political will. This is the foundation for introducing controlling as an effective management instrument in the public sector. This was the subject of the 1st International Conference on Controlling in the Public Sector, organized by Kontroling Kognosko and the business weekly Lider in partnership with Contrast Consulting as the Conference program partner, under the auspices of the Ministry of Finance. The timing of the Conference, which gathered 150 participants, was ideal, as its topic coincided with Croatia’s compliance with the requirements set by the EU. By joining the EU, Croatia accepted the basic principles of the acquis communautaire related to free competition and the ‘Europe 2020’ strategy, which is based on a modern public administration as a public service for citizens, the economy and investors, with controlling as a compulsory element, Jasmina Očko, director of Kontroling Kognosko, said in her introduction. The Minister of Finance of Republic of Croatia, Boris Lalovac, opened the conference and spoke about reform measures and effective management in Croatia. He emphasized that the growth over the past ten years had been based on accumulation of private and public debt, which was followed by external shock.

– We have now been witnessing a very difficult way out from all the accumulated problems of the past. New goals are being set, no longer based on public debt, guarantees and funding infrastructure, but on a wholesome foundation of economic growth. This requires the adjustment of public finances as well as strong structural reforms – the Minister stated clearly.

Gerhard Zotter of the Austrian Ministry of Finance shared their experience of introducing controlling in public administration, emphasizing that the cost of controlling must not exceed its effects. Ursula Rosenbichler of the Austrian Ministry of Public Administration spoke about the management of effectiveness and the reform path required for introducing controlling.
EY SALUTES CROATIA’S EXCEPTIONAL ENTREPRENEURS.

Entrepreneurs are ordinary people with the extraordinary ability to overcome challenges and achieve breakthroughs.

EY is proud to present the EY Entrepreneur of The Year 2014 award to Alan Sumina and Zoran Vučinić of Nanobit d.o.o.

They will represent Croatia to join over 60 other top entrepreneurs from around the world to compete for the EY World Entrepreneur Of The Year award in Monte Carlo in June.

We salute their achievements!

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THE ACT ON AMENDMENTS to the General Taxation Act (AAGTA) of 21 July 2012 introduced certain provisions that, among other things, have the purpose of preventing various forms of abuse by companies, which lead to the inability to collect taxes. These changes were primarily initiated as a respond to the total tax debt, which, according to some statistics, as of 1 December 2012 amounted to more than HRK 50 billion (principal plus interest). Since its introduction, the Act on Amendments has given rise to a large amount of criticism by legal experts and the case-law shows uneven opinions.

THE SUBSTANTIVE PROVISIONS OF AAGTA
The circle of persons who may be held liable ex lege as tax guarantors for the tax debts of companies has been significantly expanded by the substantive provisions.

According to the AAGTA, a company’s Board members and Executive directors shall be held liable as tax guarantors if they are abusing their rights and therefore causing the company’s inability to pay taxes, to the detriment of the tax authorities. The Act explicitly lists actions, which are presumed to be interpreted as an abuse of rights by Board members and Executive directors:

a) cash flow redirections to other legal or natural persons to avoid payment of tax liabilities;

b) abuse of the company to achieve prohibited purposes, which otherwise could not have been achieved; and

c) reduction or disposal of the company’s assets.

Apart from the determined liability of the company’s Board members and Executive Directors, the liability of related persons may also be established, a term that is very broadly defined by the Act.

Furthermore, the Act explicitly states actions, which are in fact derived from the Criminal Code and the Companies Act (the term piercing the corporate veil) and refer to certain commercial crimes, which always lead to the liability of both groups as tax guarantors. These are:

a) simulated or free of charge transfer of the assets of the company, which is the main tax debtor to a company, founded by themselves or along with others; other forms of simulated sales, disposal without compensation; or free of charge cession of all assets or part of the assets to related persons; destruction or suppression of the assets of the company;

b) entering into simulated legal transactions or recognition of false claims to the benefit of a company founded by themselves or along with others;

c) asset reduction or concealment of property status; failure to submit the statutory annual reports; not initiating bankruptcy proceedings.

PROCEDURAL PROVISIONS OF THE AAGTA
The responsibility of persons to whom the substantive provisions of the AAGTA relate may be established only upon the conduct of a special aspect of the tax procedure called procedure to determine abuse of rights and the decision that this process concludes. The procedure to determine an abuse of rights is part of the tax procedure, which the tax authorities conduct ex officio. The aim of the procedure is to test and to determine the facts that are essential for the establishment of personal liability of tax guarantors. The procedure comprise all persons in possession of the facts and evidence relevant to decision making and may only be initiated if all measures of enforced collection of tax debts of the company have already been unsuccessfully taken and the debt remains uncollected. An interesting provision has been established in relation to natural persons, that is tax guarantees, for which the procedure for determining abuse of rights may even include facts not related to commercial activities of this person.

The rules for tax inspections apply in this procedure, i.e. the obligation to submit information on the conduct of the abuse, a written record of the actions undertaken, the right to object to the minutes, and decision-making with which this procedure ends if the tax authority determines the existence of legal liability.

CRITICS OF THE PROCEDURE TO DETERMINE AN ABUSE OF RIGHTS
Since the AAGTA entered into the force, the prescribed procedure for determining an abuse of rights has been subject to criticism by various legal experts. The criticism mainly relate to the jurisdiction of the tax authority for conduct of these procedures, the competence of tax inspectors and the issue regarding the taxation statute of limitations.
THE JURISDICTION OF THE TAX AUTHORITIES FOR THE CONDUCT OF THE PROCEDURE
Prior to the introduction of this Act, commercial courts were exclusively competent for trials in procedures similar to these, along with criminal courts if they included criminal actions. Although criticized, the competence of the administrative authority in the tax procedure is justified by the doctrine of the European Court of Human Rights, which set the boundaries of the term “rights and obligations of a civil nature” and goals such as the possibility of tax collection from certain persons-tax guarantors, who abused their rights, as well as strengthening tax discipline by short-term tax procedures, not as part of lengthy judicial proceedings.

THE QUALIFICATIONS OF TAX INSPECTORS
The assumptions for the establishment and verification of legislative tax guarantees, according to the AAGTA are more complex than the establishment of other legislative tax guarantees. As the implementation of the prescribed rules requires a high level of expertise in corporate law, it is reasonable to question whether people who mostly do not have specialized knowledge in this area, nor legal education, are competent for the creation of a legal syllogism in the application of those provisions.

THE ISSUE OF THE STATUTE OF LIMITATIONS
By applying the principle of retroactivity, which is determined by the General Tax Act, the liability of an extended circle of tax guarantors in the process of determining an abuse of the rights would be possible only with respect to tax debts, which have been established as uncollectible in the period after the entry into force of the AAGTA. On the other hand, the reasons for the proposal of the AAGTA and some of its provisions suggest that the legislator wanted to establish the responsibility of those persons in relation to the tax liabilities of companies that occurred even before the entry into force of this Act.

Therefore, the legislator has seriously challenged the legal security of taxpayers by applying imprecise provisions of the tax statute of limitations and its unplanned introduction.

CASE-LAW
Criticism by the legal profession and the vagueness of the legal provisions are also reflected in the case-law. In the relatively short time of application of the AAGTA, differences in interpretation of its provisions are apparent, relating mostly to the statute of limitations in the procedure of abuse of rights and the general principle of the prohibition of provision retroactivity. These differences have been determined in the application of the Act in the first instance judgments by the Administrative Court and the High Administrative Court.

A review of judgments rendered in three administrative procedures, conducted after the entry into force of the AAGTA, shows that the first instance administrative court, on the basis of complaints by taxpayers against the decisions of the tax authorities, accepted the actions against the taxpayers by the Ministry of Finance and decided in favour of the principle of retroactivity.

The tax authorities have appealed these decisions to the trial court. The High Administrative Court overturned the first instance judgment and decided by itself on this issue. In all three cases examined, the High Administrative Court considered that there was no statute of limitations for the time period prior to the entry into the force of the AAGTA, i.e. it decided contrary to the general principle of non-retroactivity of the AAGTA.

After the proceedings, taxpayers and tax guarantors lodged an appeal against the judgment by the High Administrative Court, to the Constitutional Court of the Republic of Croatia.

Since the abuses of the rights were established in 2009, the Constitutional Court in its decision rejected the constitutional complaints of taxpayers, referring to the general three year statute of limitations.

CONCLUSION
Taking into consideration similar significant shifts in the tax legislation of other countries, it may be concluded that many other countries prepared its taxpayers more appropriately. A large number of countries decided to apply various kinds of “tax amnesty” prior to changes in tax laws, especially those expanding the circle of taxpayers. For example, in 2012 Spain offered its taxpayers a tax amnesty for a term of one year and then announced the abolition of the statute of limitations in cases of abuse of tax law.

Without interfering with the procedure of introducing changes into the tax law by the legislator and their effect on building trust between the tax authorities and taxpayers, rather than just looking at the criticism by legal experts of the AAGTA and the case-law, it is perfectly clear that this kind of provision needs to be introduced into the legislation in a strictly accurate and clear manner for the purpose of conservation and development of legal certainty as the foundation of the rule of law.
LATEST AMENDMENTS TO THE CROATIAN TAX SYSTEM tackled the General Tax Act (GTA), having followed the late-2014 amendments to the regulations on corporate profit tax, VAT, real estate transfer tax and personal income tax/social security.

The amended GTA (most provisions in force as of 17 March, 2015) introduced several new solutions to the system of taxation and tax collection in Croatia. One of these is the issuing of the Tax Authority’s binding opinions upon request of the taxpayer, and they are expected to affect taxation of the planned future transactions. The issue of binding opinions was raised frequently in the past and now this solution should finally improve the taxpayers’ position and foster legal security of the tax system in Croatia. Details of the procedure itself (deadlines, costs, etc.) remain to be defined in bylaws.

The amended GTA further enables the taxpayer to conclude an “administrative agreement” and an “administrative settlement” with the Tax Authority. Aimed at settling outstanding taxes, the administrative agreement may be concluded at the taxpayer’s request for the maximum period of 24 months. It suspends the enforcement of the final tax decision and the statute of limitation. However, there are several limitations to concluding an administrative agreement, such as the taxpayer’s blocked account, ongoing proceedings on the abuse of rights in respect to taxes, etc.

As for correction of tax returns, the amended law introduced rules on retroactive correction of tax returns: upon the Tax Authority’s request (details to be defined in a bylaw), to implement EU laws, upon a final tax decision or a final court ruling within a 15-day deadline.

Finally, in force as of 1 January 2016, there is a newly introduced rule on the electronic delivery of tax decisions to entrepreneurs, with no requirement of the taxpayer’s request or consent.

The amended Corporate Profit Tax Regulation laid out new provisions decreasing the tax base for the dividend income (with additional introduction of detailed conditions for the decrease as well as provisions related to the taxpayers from EU Member States) and limiting the tax loss in line with the state aid rules and de minimis benefits.

The Regulation redefined the reinvested profit and extended the conditions for tax exemption (investment in long term assets required, wherein tax incentives cannot be cumulated; keeping the same number of employees).

New detailed rules were enacted on the limitation of the tax-deductible impairment costs of long-term assets, on registration and reporting obligations of permanent establishments in Croatia, on tax-deductible charity donations and on tonnage tax.

The Value Added Tax regulations have been also amended. Some of the significant changes prescribe the new VAT treatment of supply of land and buildings. As of 2015, VAT is payable on the supply of building or its parts before their first occupation or use, or within two years from the date of its first occupation or use to the date of the next supply (including refurbished buildings), and the supply of the construction land. Supplies of other buildings and agricultural land are VAT exempt, whereas the respective input VAT needs to be corrected. However, in the case of the VAT exempt supplies, there is the right to opt for VAT provided that the recipient of the supply is a VAT payer with the full right to input VAT deduction. The right to
opt must be exercised at the time of supply, i.e. the supplier and the recipient need to notify the Tax Authority.

Amendments also introduced a special procedure for all telecommunications services, radio and television broadcasting services and electronically supplied services, where a taxable person with no established business in the EU supplies these services to non-taxable persons in the EU. According to the new rule, these services are VAT taxable in respect to the business seat/residence of the recipient of the service.

VAT refund requests will no longer be required for supplies of goods and services under diplomatic and consular agreements, and to international bodies in conformity with respective international agreements. Instead, they will be considered VAT exempt supplies.

No annual VAT form will be required as of 2015. All adjustments and corrections for the respective year will be reflected in the VAT form for the last tax period in the calendar year (1-month/3-month period).

VAT payment procedure based on collected payments is newly introduced for taxpayers whose supplies did not exceed three million euros in the previous year. Nonetheless, there are limitations to application of this procedure (e.g. for supplies within the EU).

The amendments to the VAT regulations also introduced the possibility for the Tax Authority to suspend the VAT identification number in case of its suspected misuse and to cancel the suspended VAT identification number should the taxpayer not prove otherwise within one year. Furthermore, the amendments introduced the term guarantor liability for a VAT taxpayer receiving a delivery inlands, should it derive from objective circumstances that the taxpayer knew about the VAT evasion activities surrounding the transaction.

Real Estate Transfer Tax regulations followed the amended VAT regulations. Supply of a real estate subject to VAT will not be considered supply for the purposes of real estate transfer taxation, and RETT will be payable only:

• when the real estate supplier is not a VAT payer, irrespective of the type of real estate;
• when the VAT payer supplies a used real estate and associated land two years after the day of first usage (except if the VAT payer opts for VAT, when the VAT liability is with the acquirer);
• when the VAT payer supplies agricultural or other land (except construction land and except if VAT payer opts for VAT, when the VAT liability is with the acquirer).

The amendments to Personal Income Tax regulations changed again the tax brackets applicable within progressive taxation of personal income and, amongst several other changes, introduced tax on savings interest. Accordingly, savings interest as well as interest on securities, interest on loans and interest based on the investment in the investment funds will be subject to 12% personal income tax (computed and paid by the payer) as of 2015. Interest computed by the end of 2014 will not be taxable under the new rules.

The amended Law on Contributions introduced the up to five-year exemption from payment of health and employment contributions and the contribution for occupational injuries and illnesses for employers employing people younger than 30 for indefinite time.
ENERGY HAS ALWAYS BEEN an important driver of development of countries and societies. We can even say it has been crucial. Throughout history it has been a prerequisite for industrial production and development, but unfortunately, it has also been the cause of many wars, conflicts and international crises. Owning energy resources enables faster and cheaper development. In past times, energy management and savings were not a topic of interest and worry, primarily due to the fact that energy prices were low. The main changes in perceptions of energy were caused by the global energy crises in 1973 and 1979, when the prices of a barrel of oil increased from 3 to 38 dollars. As a result of various international factors, in recent history it was even higher than 100 dollars per barrel. After 40 turbulent years, we have more than enough reasons to start thinking about some serious changes.

HOW TO CHANGE?
Energy saving is not just a technical issue. It requires the active involvement of all the interested parties and above all, changes of behavior and habits. Energy management should be part of a clearly defined environmental management approach, with the final aim of having a system in which every single organization manages the environmental impact of its business activities in a measurable way. Due to the high awareness about the importance of energy, the EU, as one of the most regulated markets, has established its 20-20-20 targets based on the 2020 Climate and energy package.

EU PERSPECTIVE ON ENERGY MANAGEMENT
The EU climate and energy package aims to ensure that 3 key targets are met by 2020 in the fields of greenhouse gas emissions (20% decrease from the 1990 baseline), using more renewable resources (20%) and a 20% improvement in energy efficiency.

The Energy Efficiency Directive has been applicable since December 2012 and it establishes a set of binding measures to help the EU reach its energy efficiency target by the end of December 2020. All EU countries were required to transpose the Directive’s provisions into their national laws by 5 June 2014.

THE NEW ENERGY EFFICIENCY LAW - WHO IS OBLIGED TO CHANGE?

By Jelena Gruja, Det Norske Veritas Adriatica d.o.o.

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Due to the high awareness about the importance of energy, the EU, as one of the most regulated markets, has established its 20-20-20 targets based on the 2020 Climate and energy package.

A new national law on energy efficiency was adopted in October 2014. It brings additional obligations for providers and distributors of energy, the public sector and major companies - those that meet at least two of three defined criteria (250+ employees, an annual income of at least 260 million HRK, and assets of at least 130 million HRK).

Major companies have to conduct an energy audit at least once in four years. This has to be done by accredited bodies approved for energy auditing. The first energy audit has to be performed by 5 December 2015.

Only in cases when a company has an energy management system (ISO 50001) certified by an accredited certification body, is it not obliged to conduct energy audits.

WHY CHOOSE THE INTERNATIONAL STANDARD FOR ENERGY MANAGEMENT - ISO 50001?
International best practice proves that implementing an efficient management system, such as ISO 50001, is the best way not only to meet the legal requirements, but also to achieve one of the important goals of every organization - savings. International surveys show that the majority of companies implement energy management to reduce costs and to have better control over their consumption. The ISO 50001 energy management system helps to establish an effective platform that enables continual improvements in energy consumption, without focusing on investments, but primarily on changing the organizational culture towards energy, planning and monitoring of achievements.

The right energy policy and strategy leads to much lower consumption, more savings and finally, higher and sustainable profits. Is there a better way to achieve growth?
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IS IT TIME TO INVEST IN CROATIAN REAL-ESTATE?

By Marko Varga, Head of Investment Services, Colliers International

IN MANY RESPECTS THERE COULD NOT BE a better time for the Croatian market to capture more investment from the increasing global pools of capital. With several years left to run in the global and European investment cycle, with opportunities gradually diminishing elsewhere in Europe (and globally), this is a good time to consider taking a stronger position to invest in Croatia.

With the accession of Croatia to the EU, the country gained access to one of the world’s biggest economic blocs, thereby removing trade barriers and allowing free movement of capitals. This provides much needed comfort to foreign investors that their property rights will be respected. World Bank’s Doing Business 2015 Report has brought improvements and Croatia has leaped from the 99th place in 2013 to the 65th place in 2014 in ease of doing business. Significant improvements were achieved in reducing the time for registering the property and dealing with construction permits, which are very important factors in investment climate.

From a macroeconomic standpoint Croatia is definitely CEE underperformer. In order to maintain its positive economic path, Croatia needs to put an additional effort into further stimulating investment and raising the country’s level of competitiveness. The external factors in form of loose Eurozone monetary policy, recovering global economy and new cash inflow from EU funds will certainly help Croatian government case. Current efforts of the government are primarily directed at cutting costs and increasing revenues in order to reduce high budget deficit. Since January 2015, the government has raised the tax-free portion of salaries hoping this will help revive private spending, which has shrunk since 2009. The key threats to recovery are related to pessimistic investment climate, high tax burden and inefficient judiciary and public administration. Special attention should be directed to the complex taxation system with high and fickle tax rates.

Foreign direct investment rose significantly in first three quarters of 2014 to €2.6 billion compared to €2.6 billion for the full year 2013. The increase is significant even if we take out of the equation the Agrokor’s €1.5 billion acquisition of Mercator.

With regards to the Croatian real estate market we saw an extension of the upward trend that started in 2013, with the hotel and hospitality market sectors being the most attractive sectors for investors, which has been proven by several large transactions in 2014. It is the most attractive market due to high and continuous growth of tourist arrivals and overnights, along with attractive brownfield investment opportunities available through privatization of state owned enterprises.

In retail market the developers are shifting their attention toward smaller and specialized shopping malls in the country’s capital. The investment opportunities lie in secondary cities in particular, where retail parks could be the most appropriate solution. Quality office market vacancies are decreasing, which should spark recovery in mid-term investment. Vacancy rates in modern industrial warehouse market are at very low levels due to the lack of larger available surfaces. An increase of demand for logistics space is apparent and we expect that trend to continue in 2015, which will drive development of new logistic centers.

The reported real estate investment volume in 2014 reached approximately €268.6 million. However, not all transactions were reported so the total volume surely exceeded €300 mil. The shift of investor interest from the office and retail property sector towards the hospitality industry is expected to continue in 2015 and 2016, especially in the form of brownfield investments. Apart from hotel and hospitality market sectors, we expect significant investment volumes in logistic and retail segments.

The Croatian market provides excellent comparable pricing: From the m² perspective, the market trades approximately at 50% of the European average. Capital values continue to trade well below peak values across all sectors, with hotel, hospitality, logistics and industrial particularly attractive on the value curve. Yields trade at a discount to other comparably sized EU cities, and stack up on a risk-adjusted basis - both now, and when taking a more conservative view of pricing risk in future. Investment financing is also coming back and it is expected to improve over the next twelve months.

Despite the first clear signs that we have passed the low level of the economic activity, the pessimism is still the prevailing sentiment within the business community. With the case outlined above, one has to conclude that there are compelling arguments to change this attitude and look at Croatia as an interesting investment destination.

>>> FOREIGN DIRECT INVESTMENTS, NET INCURRENCE OF LIABILITIES, BY COUNTRY OF ORIGIN

<table>
<thead>
<tr>
<th>€ million</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Q1–Q3/14*</th>
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<td>Croatia Foreign Direct Investments</td>
<td>1.433,71</td>
<td>2.614,58</td>
<td>3.377,31</td>
<td>3.700,39</td>
<td>2.303,47</td>
<td>1.068,63</td>
<td>1.035,94</td>
<td>1.133,79</td>
<td>740,64</td>
<td>2.637,49</td>
</tr>
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* Preliminary data, Source: CNB
LAST SUMMER WAS INDEED very hot in Croatia, at least with respect to labor law issues. Legal solutions introduced by the newly adopted Labor Act and its impact on the Croatian economy and way of life were all over media headlines.

In autumn 2014, the Wolf Theiss Zagreb Branch organized three interactive seminars in Zagreb, Split and Rijeka in order to share our view and understanding of these new solutions. The topic was well chosen as all three events were very well attended and triggered a lively discussion among the attendees. While we managed to clarify most of the questions raised by the participants, the general conclusion was that the competent Ministry would have to quickly issue its interpretation of unclear provisions of the Labor Act in order to prevent (unintentional) violations of individual rights.

Six months later – any new lessons learnt?

Not really. Just contrary to what everybody was hoping for. The Ministry has actually stopped publishing signed opinions on its official website. On the other hand, it is encouraging that the Ministry is willing to promptly address any individual questions it receives in writing, and provides its interpretation of certain questionable legal provisions. This avenue may be pursued for any ambiguities until the courts will have a relevant practice established. Namely, the opinions issued by the competent Ministry have limited effect, as they are not mandatory for courts. The final resolution of a certain legal dilemma should thus be decided only by the competent courts.

In the meantime, a number of new issues have arisen in practice. In addressing those concerns, we are already working on a new series of seminars, this time focusing on workforce restructuring and the increasing restructuring needs within the challenging Croatian economy. The seminar planned for late spring 2015 will offer guidelines and practical insight on how to efficiently plan, structure and implement workforce reduction exercise within the statutory framework.
RECENTLY, I HAD AN OPPORTUNITY to talk with the director of a company that has been for years in a commercial dispute with another company. These are proceedings conducted for unsettled cash claims that were initiated as a motion for enforcement, but continued before the Commercial Court and for a year now the whole matter has been before the High Commercial Court in Zagreb. And, as I have understood from my collocutor, the entire proceedings have lasted for over five years, and only after a decision by the High Commercial Court will his fate be clear. In that conversation, my collocutor, the company’s director, said that at that point he would be prepared for a peaceful agreement with the other party, but he did not know whether he had any such legal possibilities at the current stage.

If you have read the column on Mediation in Business recently, you know that mediation is a procedure where the parties – disputants - try to negotiate a settlement assisted by one or more mediators. Mediators do assist the parties to negotiate a settlement, but have no authorization to impose a binding solution.

Furthermore in relation to the mediation proceedings; according to amendments to the 2008 Civil Procedure Act, the provision of paragraph 1 of Article 186.d reads as follows:

“Court may during the entire court proceedings propose to parties to resolve the dispute through mediation proceedings in a court or out of court.”

In other words, the Civil Procedure Act enables the parties to try to resolve the dispute peacefully, namely by MEDIATION, throughout the course of the entire civil proceedings, both at the stage of regular and of extraordinary legal remedies.

Furthermore, attention is also drawn to the provision of paragraph 1 of Article 186.e which prescribes as follows:

“After filing a legal remedy, the parties may submit in agreement a motion to institute mediation proceedings before a mediator of the competent court for deciding upon such a legal remedy.”

The particularity of this provision is that it requires consent of both parties for the institution of mediation proceedings upon the submission of a remedy (with appeals being the usual remedy filed). It is to be assumed that for one party to the proceedings this might represent a challenge, because the other party to the proceedings need not agree to the mediated resolving of the dispute. However, if taking into account the principle that mediation proceedings are voluntary, it is clear that without voluntary involvement in mediation there is no voluntary agreement on the dispute at hand. Thus it is to be assumed that it is worth trying to persuade the other party to try resolving the dispute by MEDIATION.

Currently one more article of the Civil Procedure Act deserves mentioning as it provides for MEDIATION proceedings conducted at one of the Mediation Centers. The provision of Article 186.f reads as follows:

“Where parties in civil proceedings submit an agreement proposing mediation in a mediation center, the court shall advise the parties to address a proposed mediation center within eight days and shall stay the proceedings until the conclusion of the mediation proceedings before the selected mediation center.”

Although Article 186.e lays out that, following filing of a remedy, the MEDIATION proceedings will be conducted by the mediator of the court competent for legal remedy, it is assumed that the court competent for deciding on the remedy will accommodate the request for mediation in one of the mediation centers based on the agreement of the parties to the dispute.

In that case, the parties will be instructed to apply to the suggested mediation center within 8 days, and the proceedings will be stayed until the finalization of the mediation proceedings. The stay may last for up to a year.

From the above, it may be concluded that after the submission of a legal remedy in the civil proceedings, MEDIATION remains one of the options for dispute resolution.

For those with no knowledge of MEDIATION proceedings: mediation is a procedure where the Mediator does not suggest a solution, nor does he or she make any decisions instead of the parties involved. All decisions are made exclusively by the two parties. This is precisely why mediation is a very appropriate procedure for achievement of quality agreements, to the mutual satisfaction of both parties taking part in the mediation proceedings.

MEDIATION IN BUSINESS – MEDIATION AFTER APPEAL

By Vlatka Cikač, Attorney-at-law & Mediator, Related law offices Cikač-Čukman

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IN YOUR AMCHAM BREAKFAST TALK YOU FOCUSED PRIMARILY ON THE TOPIC OF DRAFTING ARBITRATION CLAUSES. WHY IS THAT SUCH AN IMPORTANT CONCERN?
When a company signs a contract containing an arbitration clause it makes a choice to opt out of the public judicial system and to use a private dispute resolution service instead. It is important, at that very moment, to make the right choices about the service. Which organization will administer the case? How many arbitrators will there be and how will they be appointed? In which jurisdiction will the arbitration be based? Which language will be used and which law applied? All these questions are to be dealt with when the contract is written – at a time when the drafter hopes that no dispute will arise in the first place.

HOW CAN SOMEONE WHO IS NOT A SPECIALIST IN ARBITRATION MAKE RIGHT CHOICES ABOUT THESE QUESTIONS WHEN DRAFTING A CONTRACT?
In my experience, that’s exactly the greatest challenge for the users of arbitration. Most arbitration clauses are written by people who have never participated in an arbitration proceeding. Even in high-end transactions, people will often agree to a given arbitration institution or a certain place of arbitration, without asking an arbitration specialist what exactly they are buying into.

DOES THIS MEAN THAT ARBITRATION CLAUSES SHOULD NOT BE WRITTEN WITHOUT SPECIALIST ADVICE?
No. Experience has shown that drafters can benefit from standard arbitration clauses published by arbitral institutions. In most contracts, it is advisable to use those clauses at least as a starting point. But even then it is useful to know at least the basics about the arbitration process and about the specific arbitral institution being chosen. There are many arbitral institutions out there. Not all of them have the expertise, the experience and the integrity necessary to properly administer arbitration proceedings. Arbitral institutions also differ with respect to how much they charge in terms of arbitration fees, the rules of arbitration they use, and the degree to which they intervene, monitor and oversee the arbitration process.

The decision whether or not to choose arbitration, and which service to use can turn out to be extremely important if a dispute arises. It may be very useful to involve the management in the process of deciding whether to agree to arbitration in a contract and, if so, which facility to choose.

WHY SHOULD THE MANAGEMENT BE INVOLVED? BUSINESS PEOPLE USUALLY FOCUS ON THE COMMERCIAL TERMS OF A DEAL. ISN’T IT FOR THE LAWYERS TO TAKE CARE OF THE DISPUTE RESOLUTION CLAUSE?
Lawyers, whether in house or external, often don’t feel comfortable recommending the client to opt out of the court system. If a dispute arises and a case is lost in arbitration, they might be blamed for choosing arbitration. If a case is lost in court, however, they are much less likely to be blamed for not having chosen arbitration. That’s why most lawyers will not insert an arbitration clause without a clear mandate from the client.

DOES THAT MEAN THAT BUSINESS PEOPLE SHOULD GET INTERESTED IN ARBITRATION?
I absolutely think so. Experience shows that companies in which the management makes long term decisions on how their company will resolve future disputes, benefit most from using arbitration. The question for the management is whether, when disputes occur, their organization is prepared to pay higher fees in arbitration in return for the speed, the quality and the integrity which arbitration, if properly used, will bring. This is a strategic business decision best decided by the management, with assistance and advice from lawyers.

WHAT SPECIFIC BENEFITS CAN AN ORGANIZATION ACHIEVE BY CHOOSING TO USE ARBITRATION?
The use of arbitration can mean saving years of time that would otherwise be wasted in court. Unlike court proceedings which, at least in Croatia, routinely involve several instances, arbitral proceedings are organized in one instance. Arbitrators see themselves as service providers and have incentives to be time efficient.

Another aspect is the quality of decision-making. Parties have an opportunity to participate in the appointment of an arbitrator or a panel of arbitrators of high repute and expertise.

But caution is also needed. It is rightly said that arbitration is only as good as the arbitrator. If the case ends up in the hands of the wrong persons, the parties may be very dissatisfied with the process. This can be prevented by good legal support.

Cost is another potential downside, especially in high value disputes. Arbitrators’ fees can be very substantial. Eventually, the winning party will usually be entitled to claim its costs from the opponent, but there is always a risk that the money invested in arbitration will never be recovered. Ultimately, like any business decision, a decision to use arbitration involves risks as well as opportunities.
THE HEART AND SOUL OF THE COMPANY

Brands are living and breathing entities that capture the heart and soul of the company and require proper and consistent care. As clients respond positively to the clarity the company’s brand establishes, the companies that will reap the market benefits are those that establish a clear brand message and pay special attention to the brand compliance. These actions will ensure the protection of not only the financial stake the company has in the brand, but also the emotions that the company, and more significantly, its clients, invest in the brand. Brand compliance provides an opportunity to enhance company’s brand and image.

DISTINCT ADVANTAGE

Branding experts estimate that a company’s brand is equivalent to 35 to 40% of the company’s market revenue. When brand compliance is not enforced or encouraged consistently, it can create a gap between how clients perceive the company and how it wants to be perceived. The wider this gap, the more confusion occurs among existing and potential clients. Just like the impact of a perfect presentation - it makes a complete statement about your company, and will lead to earning new revenue. Done poorly, it can damage reputation and lessen growth. After all, a brand is not what you say it is, it is what your clients say it is. The best way to get clients to say something consistent about a brand is to be consistent in the portrayal of the brand. Which then means being consistent in the way the company represents its brand visually. In doing so, clients are trained to expect a certain “look and feel” from the brand, and that consistency will cause them to feel the same about the brand while inconsistency will send mixed messages and should be avoided. As a distinct advantage companies have over their competition, branding is the best way to communicate messages to clients and public about them. The visual standards of a brand such as logo, color palette, font type and image guidelines are intended to reflect and visually reinforce company’s brand value objective. There is perhaps no single element more important to brand standards than the consistent use of the brand logo.

THE PINNACLE STORY

Our Crowe Horwath logo - the Pinnacle, is an abstract symbol that represents key attributes of our brand. It has played a vital role in the evolution of our identity by providing a common graphic element that visually connects all member companies despite having different names in their Brand signatures. The basic shape for this design is the triangle. Since ancient times, the triangle has been the symbol associated with power and energy. Technically, the shape is a polygon - a geometric shape with many edges. Ironically, all the edges of varying lengths and vertices converge in a common, single direction – upward. Just as Crowe Horwath International members demonstrate their individual strengths and uniqueness, they unify under a common vision, purpose and values. The “Pinnacle” is defined as the highest level or degree attainable. It symbolizes our shared commitment to the pursuit of excellence and continuous improvement. The symbol has visual characteristics of an arrow or a comet representing our shared commitment for swift and responsive service in meeting our clients’ needs. Member companies of our global network are obligated to implement the brand in alignment with the Brand Manual and design templates as tools enabling members to implement the brand standards in their local markets. A brand compliance process has been set up to hold each other accountable for building Brand continuity worldwide. Brand design compliance focuses on developing consistency in materials used globally by all member companies for cross-border sales opportunities, recognition and greater reach.

THE INFLUENCE

Decisions made on purchase/selection, from candies to service providers, are usually made because clients/customers believe in the brand promise that the company is making. On the other hand, people like to think they carefully research their purchases and make logical choices with their vendors. As a part of an emotional connection between companies and their clients, it is important to recognize the value of brand compliance and how it can work best for the companies. A strong brand helps companies differentiate themselves in the marketplace and ultimately become more successful.

THE IMPORTANCE OF BRAND COMPLIANCE

By Maja Blažević, Head of Business development, HR and Marketing - Crowe Horwath d.o.o.
AS A LEADER, YOU PROBABLY FACE few greater challenges than getting the most out of the people you work with. Holding people accountable can be tough - sometimes it seems that if you push harder for results, it can result in less not more.

The question is why does this happen? The answer is because most of the people get “accountability” wrong. The reason is that most leaders talk about accountability to people when results are not being achieved. This approach is strictly consequential, and is almost always after the fact.

If you take another approach and think about accountability in a differently way, you and your people will have a totally different experience, which will change the way everybody in your team thinks and acts. This approach will generate more confidence, and it will increase your own natural emotional, mental, and intellectual strength to help you do what you need to do.

Here are few tips that will drive you to success.

FIRST: REDEFINE “ACCOUNTABILITY” AS A POSITIVE

Eighty percent of people see accountability as punishment or something that happens when things go wrong. This punitive view establishes a pattern of behavior that hampers employees’ ability to execute directives, deploy change and improvement initiatives, and deliver on daily expected job outcomes.

Get started by recognizing accountability for what it is - a guiding principle that defines nearly every interaction we have. Accountability is the foundation for every initiative that takes place in an organization. It governs how we make commitments to one another, how we measure and report our progress, how we interact when things go wrong, and how much ownership we take to get things done. It is, in essence, the nerve center that runs through every working relationship to every member of every team. Creating a positive approach to accountability will yield significant improvements in performance, and radically improve the desired results at all levels of the organization.

NEXT, DEFINE KEY RESULTS

Our research shows that that 9 out of 10 management teams cannot clearly describe the most important results their organizations need to achieve. Their responses vary not only regarding which results are most important, but also the description itself.

The outcome of this confusion is that more than 3 out of 4 people struggle to understand exactly what their organization is trying to achieve.

The lack of clearly defined key results is one of the major themes from Partners in Leadership’s 2014 Workplace Accountability Study. The study findings reveal a basic assumption: that “result expectations are clear to the organization”, which is a flawed assumption at best.

Further, many leaders are unaware that their teams or organizations do not clearly understand their targeted results. This explains the missed execution because of confused priorities and diluted focus, a lack of personal ownership and accountability for strategic organizational imperatives, and a lack of traction to accelerate progress on enterprise wide initiatives.

FINALLY, CREATE THE CULTURE OF ACCOUNTABILITY

Your job as a leader is to nurture accountability as something employees can choose, to ensure results are achieved. When people are accountable for results, they:

• Do not blame others when things go wrong.
• Are personally invested in achieving an outcome.
• Take ownership and ask, “What else can I do?”
• Follow up and get things done.
• Creatively deal with obstacles.

ACCOUNTABILITY PRODUCES RESULTS

Accountability is the low-hanging fruit to optimize performance and accelerate change efforts in today’s organizations, and, it should be on every learning leader’s radar. When an organization gets accountability wrong, leaders pay the price in their inability to execute critical plans and initiatives. Get accountability right and watch people become highly engaged and take accountability for ensuring results are achieved.

There is no better organizational culture than the culture of accountability!

LET ME START BY PROVIDING some advice that I had to learn the hard way. You should prepare your government affairs plan well in advance, much before your issue is even being debated in the corridors of ministries or the Sabor cafeteria. Otherwise, you will get run over by a political juggernaut consisting of different interest groups, stakeholders and power players you have never seen or heard of before. These scenarios happen every day. I can assure you, at some point, there is going to be a new law or even an ordinance in the pipeline, which could dramatically affect your business or even your overall business model.

EU legislation is being introduced and absorbed by Croatian institutions, regulators and other authorities almost on a weekly basis. On the other hand, there are areas where Croatia faces possible infringements by the European Commission due to slow or ineffective handling (harmonisation) of the EU acquis.

An effective government affairs plan starts with a well-organised monitoring process. In this way, public affairs experts learn insights about the decision-making process and the nature of law-making. These things come in handy when you run any kind of government-regulated company. Lawyers don’t do this, by the way.

The second step is the development of an overall action plan and a timeline, which consists of detailed situation mapping (i.e. the identification of political, regulatory and other target audiences). At this point, we develop narrative and draft-develops – being your “eyes and ears” as we say!

For example, at the end of last year, the government passed the Operational Programmes for EU money. Those strategic “business plans” were approved by the European Commission. An effective government affairs plan should therefore allow the company to know how to navigate the funds that are available.

In conclusion, developing an effective government affairs plan is an intricate process. Understanding the legislative and regulatory landscape, and considering how both affect a company’s finances, operations and business/advocacy goals, is essential to figuring out the right kind of government relations strategy. It is about an approach to these issues that makes the whole difference. The activity is not one-off, but rather it is a constant, well-thought-out process, which aims to reach specific objectives.

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**MARK YOUR CALENDARS**

April 28  Croatian Tourism Congress  
AmCham is the “General Patron” of this congress organized by Poslovni Dnevnik  
More info at: www.amcham.hr/events.htm

July 4  Independence Day Picnic

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**LET ME START BY PROVIDING** some advice that I had to learn the hard way. You should prepare your government affairs plan well in advance, much before your issue is even being debated in the corridors of ministries or the Sabor cafeteria. Otherwise, you will get run over by a political juggernaut consisting of different interest groups, stakeholders and power players you have never seen or heard of before. These scenarios happen every day. I can assure you, at some point, there is going to be a new law or even an ordinance in the pipeline, which could dramatically affect your business or even your overall business model.

EU legislation is being introduced and absorbed by Croatian institutions, regulators and other authorities almost on a weekly basis. On the other hand, there are areas where Croatia faces possible infringements by the European Commission due to slow or ineffective handling (harmonisation) of the EU acquis.

An effective government affairs plan starts with a well-organised monitoring process. In this way, public affairs experts learn insights about the decision-making process and the nature of law-making. These things come in handy when you run any kind of government-regulated company. Lawyers don’t do this, by the way.

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**WHAT IS AN EFFECTIVE GOVERNMENT AFFAIRS PLAN AND HOW DOES IT BRING VALUE IN A COMPLEX REGULATORY ENVIRONMENT?”**

By Natko Vlahovic, Founder and Managing Director of Vlahovic Group LLC

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Hypo Alpe-Adria-Bank Ltd. is one of the leading universal banks on the Croatian market, and in 2014 it continued to develop its business and acquire clients, confirming itself as a strong partner of the general public, the Croatian economy, and local and international companies. We are continuously developing new products and services that meet the individual needs of our clients and enable the development of their business. Along with a broad portfolio of lending, savings, card, e-banking, m-banking and investment products and services, we also provide added value services such as the Hypo EU Desk, through which we inform and advise clients on EU fund financing opportunities. Our business strategy is based on the support of the retail, Corporate, SME and Public segments and we take special pride in our customer oriented approach and the high service quality we are dedicated to improving further.

Nielsen Audience Measurement (Croatia) is a division of The Nielsen Company, the worldwide TAM specialist using the TAM peoplemeter system. The company was established on 10 Oct 2002 in Zagreb as a joint venture between the international AGB Group (nka The Nielsen Company) and the Croatian research information provider, PULS. The service began production in 2003 and provided another step for The Nielsen Company to become the “regional common currency” for TAM in Central and Eastern Europe. The full national representative panel consists of 810 households in which 2500 individuals participate in TAM. Nielsen Audience Measurement (Croatia) offers a fully integrated and harmonized system. This system is led by people with extensive industry experience, whose knowledge includes:
- Panel design, recruitment and management
- Hardware research, development and production
- Data collection and production
- Comprehensive analysis software development and
- Client service and support

Aware of the fact that key advantages are knowledge and expertise of its employees, the company is constantly investing in their education and training. Additionally, one of key priorities is employee health protection, especially on demanding projects, as well as environment protection through a reinstated and applied environmental management system.

SPAN is one of the leading Croatian ICT companies specialized in designing, building and supporting information systems based on Microsoft technology. We are one of the largest exporters in Croatia of software and software related services to the global market.

VMD PROMET D.O.O.
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VMD PROMET, company for trade and construction, was established on 1st September 1995 and is entirely privately owned. On 15th December 2005 two daughter-companies were established: VMD PROJEKT and VMD SERVIS. The company seat is in Zagreb, Croatia, at Ulica Grada Vukovara 269d.
The company builds residential and commercial buildings on the principle of full service, and complete engineering, from investment, design, supervision and construction. On 1st January 2011 the company employed over 50 employees who work on design, supervision and construction. Besides the company’s employees, some 50 contractors with 200 to 300 employees work for VMD PROMET every day on design, supervision and construction. Our gross income over the past 5 years has ranged from 200 to 330 million HRK a year. By the end of 2013 we had built: • 66 residential-commercial buildings; • 890 flats; • 207 business spaces; • 10 business buildings; • 35 villas and embassies. The residential complex of 32 buildings in Baboniceva street in Zagreb is considered to be the most successful residential project in Croatia by real estate experts of the Croatian architect congress - “Real estate Oscar”.

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ESKA was founded in 2007 as a consulting company for sales, implementation and maintenance of Microsoft Dynamics NAV ERP (Navision). ESKA employs consultants with extensive experience in the field of Enterprise Resource Planning software. Although the main activities of our company remain Microsoft Dynamics NAV ERP implementation and maintenance, ESKA quickly realized there is a need to invest in the development of our own products, which enhance the functionality of Microsoft Dynamics NAV. The latest activity ESKA included in the company’s business portfolio is providing accounting services. As one of the leading Microsoft partners, ESKA was one of selected partners for the development of the Croatian localized version of Microsoft Dynamics NAV. ESKA is primarily built on the foundations of fair and balanced relationships with employees, customers, partners and community. ESKA continually monitors its own requirements and market demands, which necessarily leads to a continuous increase in the quality of the company itself.

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go4star is international telecommunications company offering businesses an efficient and easy way to communicate with their customers.

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METROHOLDING is a joint stock company for economic services, founding services and management headquartered in Zagreb, at Trg bana Josipa Jelačića 5. The core businesses of the company are the real estate, economic services and management of holding companies.
WHAT IS IPW?

The U.S. Travel Association’s IPW is the travel industry’s premier international marketplace and the largest generator of travel to the U.S. - it is NOT a typical trade show. In just three days of intensive pre-scheduled business appointments, more than 1,000, mostly receptive U.S. travel organizations from every region of the USA (representing all industry category components), and more than 1,300 international and domestic buyers from more than 70 countries, conduct business negotiations that result in the generation of more than $4.7 billion in future travel arrangements. At IPW, buyers and sellers are able to conduct business that would otherwise be generated only through an exhaustive number of around-the-world trips.

WHO ATTENDS IPW

IPW is a business appointment based show that brings together:

• U.S. travel organizations from across the country representing all categories of the industry
• International and domestic leisure buyers
• International meeting and incentive buyers
• International and domestic journalists
• International Advisory Committee representatives
• Visits to USA representatives
• U.S. Government Commercial Service representatives
• Marketing Partners

HOTEL/ACCOMMODATION

The U.S. Travel Association will make hotel placements for international delegates by country. The IPW/IAC Chair for your country will inform you of your delegation’s hotel assignment. Under no circumstances will delegates be allowed to stay at a hotel other than the host hotel assigned by the U.S. Travel Association.

REGISTRATION

The registration fee is $1,195 and includes: registration, accommodation (5 nights), airport transfers, and meals which are part of official program. See more at www.ipw.com. If you are interested in visiting IPW 2015, please contact Dalila Uzelac, the IPW Chair for Croatia & Slovenia in the U.S. Embassy Zagreb. E-mail: dalila.uzelac@trade.gov, phone: 661-2224.
PODRAVKA OPENS REGIONAL OFFICE IN UNITED ARAB EMIRATES

In line with the new market management organization and redefining of market business zones, and focus on categories and geographical regions, Podravka has founded a regional office for the Middle East and North Africa, headquartered in Dubai, the economic center of the United Arab Emirates. This is also the official beginning of Podravka’s business on this demanding, but very potent market, with about 400 million people.

Podravka’s office was opened as part of one of the fastest growing world customs free zones, called Jafza (Jebel Ali Free Zone), whereby Podravka also became the first Croatian company to invest in that customs free zone, which instigated a great deal of interest from the business world in the region. During the recent visit of the Podravka Management Board to UAE, as part of the official opening of Podravka’s regional office, Podravka Management Board president Zvonimir Mršić met with the leading persons of the Jafza customs free zone, whereby he was received by Tariq Saqer Bin Ghailaita, vice president for global commercial and customer relations at the EZW (Economic Zones World) corporation, part of which is Jafza. Tariq Saqer Bin Ghailaita strongly supported Podravka’s strategic orientation to strengthening international business with headquarters in the United Arab Emirates. By founding this company, the level of complexity and the management of the mentioned markets is significantly reduced and the focus is on creating additional demand and possibilities for Podravka’s further development on the international market. Nermin Salman was appointed CEO of the Podravka office in Dubai. He is a manager with rich international experience, and he comes from the position of regional manager for Middle East, Iran and North Africa for Gorenje.

MR. MRŠIĆ, MR. TARIQ SAQER BIN GHALAITA AND MR. SALMAN

MR. GERSCHBACHER, MR. FUCHS AND MR. TADIĆ

Senior Vice President for Europe at Podravka. He is in charge of the market group in the area of Central and Western Europe. Alexander Gerschbacher has respectable commercial, marketing and management experience in leading world companies. He is coming to Podravka from Heineken, where he successfully held several responsible business positions in the last 15 years, where amongst other things he managed the business of this multinational company in Austria, Vietnam and Croatia. Previously he worked on various marketing positions in Kraft Jacobs Suchard. Milan Tadić has been appointed to the position of senior vice president for the Adria market, and he will be responsible for Podravka’s business in the market of Croatia and South East Europe. Peter Fuchs has been appointed to the position of senior vice president for “Food solutions” and in early April he will take over the management of the HoReCa segment, a project for advancing and developing products and services for this fast growing program, called Food solutions. Peter Fuchs has a rich thirty-year experience in hotel management and tourism and held leading positions in several renowned hotel companies. Amongst others, he was the Management Board president of the hotel group Falkensteiner in Croatia, F&B executive for the entire Steigenberger hotel group, and regional director for Mövenpick Germany. Before joining Podravka he was Valamar Management Board president.

NIKOLA TESLA DAYS: COMPETITION OPENED FOR THE NIKOLA TESLA - GENIUS FOR THE FUTURE AWARD

During the Nikola Tesla Days in the Technical Museum in Zagreb, the opening of the Competition for the „Nikola Tesla – Genius for the Future“ Annual Award took place on 29 January 2015. The Competition was opened by Mrs Sandra Švaljek, then Deputy Mayor of the City of Zagreb.

SENIOR VICE PRESIDENTS FOR EUROPE AND ADRIA REGIONS AND FOOD SOLUTION PROJECT APPOINTED

Having reached a resolution on the further strengthening of international business and formation of new market regions, the Podravka Management Board reached a resolution to appoint heads of two newly formed regions: Europe and Adria, and for the project Food solution.

“We have significantly empowered our team with these appointments, and this will surely result in a positive breakthrough for the markets on which we are present, and equally spread our business to new markets” – Podravka Management Board president Zvonimir Mršić said.

In early March, Alexander Gerschbacher took over the position of se-
It is the sixth year that the Competition has been opened in three categories: a quiz in physics and general knowledge about Nikola Tesla, the category of creative and innovative products or souvenirs inspired by Nikola Tesla, and the category of the extended work of Nikola Tesla, such as environmental protection and renewable energy resources. The winners will be announced on the occasion of the celebration of Tesla’s birthday, during the event called Tesla&Friends on 9 July 2015 in Zagreb.

After the opening ceremony for the Competition, there was a very interesting panel discussion on „The Perception of the Nikola Tesla Phenomenon“. The conclusion was that the work of Nikola Tesla is still not sufficiently known to the public, especially to children and young people. In order to gain a better insight into the life and work of Nikola Tesla, the speakers suggested building a Tesla park following the model of the Kopernik centre in Poland, the organization of international events related to Nikola Tesla, as well as new literary works about Tesla’s life and work. The speakers were prof. Mladen Martinis, D.Sc., prof. Karolj Skala, D.Sc. of the Ruder Bošković Institute in Zagreb, prof. Dubravko Horvat, D.Sc. professor at the Faculty of Electrical Engineering and Computing in Zagreb, Mr Ivan Šimatović, D.Sc., independent researcher, Ms Zorica Civrić, Senior Curator of the Museum of Science and Technology in Belgrade, previously Curator of the Nikola Tesla Museum in Belgrade. Prof. Božo Skoko, D.Sc., the well-known communications expert, was the moderator of the panel discussion.

OPEL GROUP WINS THE AUTOBEST 2015 AWARD FOR THE NEW CORSA

On February 19, Opel Group CEO Dr. Karl-Thomas Neumann accepted the prestigious AUTOBEST 2015 award in the Croatian capital of Zagreb. The new small car from Rüsselsheim saw off the competition posed by the Hyundai i20, Skoda Fabia and Citroën C4 Cactus, mainly because of its outstanding price-performance ratio and reaped the title of “Best Buy Car of Europe for 2015”.

“We at Opel are extremely proud to receive the highly prestigious AUTOBEST 2015 award for our new Corsa. I would like to thank the jury on behalf of the entire team. Our customers obviously agree too. 120,000 orders for the new Corsa since its world premiere in Paris last October are further proof that we will continue the Corsa’s success story with this fifth generation – after having already sold 12.4 million Corsa in the last 32 years,” said Opel Group CEO Dr. Neumann at the gala in Zagreb.

Speaking on behalf of the entire jury, made up of members from 15 central and eastern European countries, jury chairman Dan Vardie added: “The new Corsa has proved to be a great small car. All the jury members noticed the arguments that made the new Opel „The Best Buy Car of Europe in 2015”.”

Prominent guests from media and politics attended the gala in Zagreb, hosted by actress and singer Mila Elegović. The AUTOBEST award is extremely popular and highly respected in a market comprising around 300 million people. The Corsa is one of the most important cars for Opel, with its sales accounting for around one quarter of the brand’s overall sales. The fourth generation Corsa D, which also received the AUTOBEST award, was responsible for almost three million sales between 2006 and 2014. The new Corsa is a cornerstone of Opel’s current product offensive. Opel will bring 27 new cars and 17 new engines to the market by 2018.

DIGITAL BUSINESS MINOR COURSE AT RIT CROATIA

RIT Croatia is introducing a minor on digital business—a topic that is very popular, interesting, contemporary and crucial to today’s businesses. Digital Business represents the impact of new technologies on business practice, products and services. Today, social computing and mobile devices are dramatically changing the behaviors and characteristics that lead individuals and organizations to success. This minor course allows students to enhance their major program of study with a focus on these new technologies and their application in business.

“The digitalization of business has helped the transition of mass marketing towards an individualized consumer approach, and enabled more efficient two way communication. Digital marketing is no longer the future, it is the present and this is the right time to start learning about it.”, commented Nikola Drašković Ph.D., professor of Marketing at RIT Croatia.

The Digital Business minor is intended for students of all RIT Croatia’s three undergraduate programs: International Business (Zagreb), International Hospitality and Service Management (Dubrovnik), and Information Technology (Dubrovnik and Zagreb). It is available for the students who enrolled at RIT Croatia in the academic year 2014/2015; those who opt for it will be able to take the Digital Business courses starting in their sophomore year.

In line with market needs and trends, RIT Croatia plans to introduce more minors in coming years.

MICROSOFT IS THE FIRST MAJOR IT COMPANY IN THE WORLD TO ADOPT THE INTERNATIONAL ISO CLOUD PRIVACY STANDARD

Microsoft is the first major IT company in the world to adopt the first international cloud privacy standard—ISO/IEC 27018, which is a rea
son why enterprise customers can move with confidence to Microsoft Cloud.

The news was published on the blog: Microsoft on the Issues (http://blogs.microsoft.com/on-the-issues/) by Executive Vice President and General Counsel Brad Smith. The announcement follows verification by independent auditors that Microsoft Azure, Office 365, Dynamics CRM Online and Intune are aligned with ISO/IEC 27018, a standard developed by the International Organization for Standardization (ISO), to provide a uniform, international approach to protecting Personally Identifiable Information in clouds.

Microsoft has for many years undertaken steps to strengthen privacy and compliance protection for its customers in clouds. Last year, Microsoft was the only cloud provider who received confirmation that Microsoft’s enterprise cloud contracts are in line with “model clauses” under EU privacy law regarding the international transfer of data. Microsoft also became one of the first companies to sign the Student Privacy Pledge developed by the “Future of Privacy Forum” and the “Software & Information Industry Association”, to establish a common set of principles to protect the privacy of student information.

“The ISO 27018 standard assures enterprise customers that their privacy will be thoroughly protected. This means that clients remain in control of their data and know exactly what is happening to it. We are fully committed to providing strong security protection for customers’ data, so they cannot be used for advertising, and we will always inform them in cases of government attempts at data access. We believe that ISO 27018 can serve as a template for regulators and customers as they seek to ensure strong privacy protection across geographical boundaries and in the vertical industry sector” explained Ivan Vidaković, CEO Microsoft Croatia.

>>> ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT UNDERGRADUATE & MBA PROGRAMS RANKED THE BEST IN EASTERN EUROPE

The Zagreb School of Economics and Management (ZSEM), an AACSB-accredited business school, which offers undergraduate and graduate programs fully taught in English, has once again received a top ranking by Eduniversal. According to the Paris-based higher education ranking agency, ZSEM surpassed all Eastern European business schools in the Three Palms of Excellence category and in terms of reinforcing international influence.

It is no surprise then that ZSEM has been gaining increased recognition by foreign schools and international students. In 2014, an impressive 240 international students from a total of 29 countries worldwide, attended ZSEM and since the start of 2015, the Zagreb-based school has added 10 new schools to its list of over 120 partner universities worldwide. Such a wide array of partner universities, which includes prestigious schools such as the University of Michigan (USA) and St. Gallen (Switzerland), means that ZSEM’s degree-seeking undergraduate and graduate students have the opportunity to study abroad for up to two semesters without any additional tuition costs.

Find out more about ZSEM programs by visiting www.zsem.hr or its Graduate School webpage at http://mba.zsem.hr/.

>>> WEBSTER VIENNA PRIVATE UNIVERSITY OFFERS NEW 1-YEAR-MBA PROGRAM

The 1-Year MBA is an accelerated degree option at Webster University that allows students to earn an MBA in one year. The program is offered in a cohort-based format, with a structured schedule beginning each fall, with opportunities to build a global network, gain international perspective and acquire substantial leadership development skills.

This program is the perfect solution for working professionals and recent graduates, who want to upgrade their credentials and be strategic players in the world of business. Students delve into timely issues relevant in today’s business world and learn how to prepare for them. Courses integrate applications and theories from various disciplines including: accounting, economics, finance, marketing, production operations and strategic management. In addition to gaining industry insights, students have an opportunity to build a global network by connecting with cohorts around the world through group projects and assignments. Individual career management support helps prepare students for new job opportunities throughout the program and beyond graduation.

Experiential Learning – Business Research Analysis

The 1-Year MBA offered by the Webster Vienna Private University includes research experience, which is gained in the required Business Research Analysis course (3 credit hours). This course guides students through a process, similar to writing a master’s level thesis. Through successful completion of this research component, the student earns a degree that is accredited in both the U.S. and Austria. Personalized professional development resources and individual job coaching help students with self-discovery, personal branding, goal-setting and career action-planning.

More information about Webster Vienna Private University and the program: www.webster.ac.at

>>> CIKLOPEA OPENS THE BRANCH OFFICE IN BELGRADE AND JOINS AMCHAM SERBIA

As a professional translation centre with offices in Croatia (Zagreb and Rijeka), Ciklopea, the leader in the translation and localization
industry in the region of Southeast Europe, entered a new business phase by launching its branch office in Belgrade, Serbia. The direct presence in one of the largest cities and markets in the region marks a significant step forward in Ciklopea’s long and successful story.

In addition to opening the Belgrade office, Ciklopea also became a member of the American Chamber of Commerce in Serbia. Ciklopea has been present on the Serbian market since 2008 as a consortium member through participation in the biggest project of translation in the Republic of Serbia, during which more than 16,000 pages of documents of the acquis communautaire of the European Union were translated into the Serbian language. In addition to this, Ciklopea is one of the main providers of translation and localization services for the Serbian language and the market of the Republic of Serbia.

After several years marked by crisis and stagnation, the Serbian market, just like the markets of other countries in the SEE region, expects an increase of foreign investments and economic growth, and Ciklopea wishes to use its knowledge and experience to help its clients overcome language and cultural barriers and to enable their fast and efficient multilingual communication with the target market.

>>> ATLANTIC GRUPA OPENED A NEW FACTORY IN NOVA GRADIŠKA

Atlantic Grupa opened a new state-of-the-art factory for the production of energy bars in Nova Gradiška Industrial Park. The official start of production, with HRK 100 million invested into construction and equipment, was attended at the site by the Croatian Prime Minister Zoran Milanović, accompanied by the Deputy Prime Minister and Minister of Regional Development and EU funds Branko Grčić, the Minister of Agriculture Tihomir Jakovina, the Minister of Maritime Affairs, Transport and Infrastructure Sinisa Hajdaš Dončić, the Mayor of Nova Gradiška Željko Bigović, the Brod-Posavina County Prefect Danijel Marušić, and the event host and the CEO of Atlantic Grupa Emil Tedeschi.

“We are extremely proud of the fact that the factory was built in just ten months, for which we extend our gratitude to our employees and partners for their hard work. This project is an example of efficient investment in Croatia, where we had great support from both the local community and government institutions, as well as financial partners, first and foremost from the European Bank for Reconstruction and Development”, Emil Tedeschi said at the opening. Namely, the project was financed by the company and with support of an EBRD loan, while Nova Gradiška was selected as the best investment destination in competition with over 90 other locations. With its Multipower brand, Atlantic Grupa is the leading European producer of sports food, the majority of which is produced at Atlantic’s factory near Hamburg (powder and compressed products), and in Rogaska Slatina (beverages). The investment denotes continuing consolidation of production capacities, given that, as of today, the range of energy bars that were formerly manufactured at a third-party facility are now produced in Atlantic’s own factory. Over 99 percent of production in this facility is intended for export, primarily to Western European markets.

>>> ADECCO LAUNCHES 2015 “CEO FOR ONE MONTH” INITIATIVE IN 30 COUNTRIES

As part of the Adecco Way to WorkTM programme, the Group offers 30 young people the chance to learn directly from the highest level leaders of a Fortune 500 company. The selected candidates will have a unique opportunity to gain the personal experience of a lifetime and boost their future career prospects. Under the mentorship of Adecco Group CEO Patrick De Maeseneire, the final ‘CEO for One Month’ will also get the chance to learn about running a company with 32,000 employees and 19.5 billion euros in revenues in 2013, all while earning a good salary.

Said Paola Ospina, 2014 ‘CEO for One Month’: “This was the greatest opportunity that was ever given to me. It changed my life. I’m so grateful to Adecco and wish other people could have the same opportunity.” Paola, from Colombia, was offered a position at Adecco Spain and will take up a role in the Marketing Department. Youngsters from all over the world can apply via the ‘CEO for One Month’ app. Initially, ‘CEOs’ from 30 countries will be selected. During the summer they will be assigned to one-month internships alongside local Adecco Country Managers. The 10 most successful will progress to the final round at the Boot Camp, after which one person will be selected. The successful candidate will be announced and will assume the role in September. Patrick De Maeseneire said: “Youth unemployment is still one of the biggest worries in today’s world. Around 75 million young people worldwide are out of work. With the ‘CEO for One Month’ programme, Adecco is taking action to help youngsters improve their employability. Learning on the job and work-based training are the most relevant factors for fostering and cultivating talent. Yet due to gaps in the education system, or to lack of opportunities, too many youngsters miss out on the crucial experience that companies need. We want to prevent a whole generation relinquishing their dreams, and this programme indeed proves that dreams can come true. Only one will be the Adecco Group ‘CEO for One Month’, but all 30 ‘CEOs’ will have the experience of a lifetime.”

For more info visit www.adeccowaytowork.com, download the app and apply.
Member to Member Discounts

**ADVERTISING / PR**

- **ALPHEUS**
  - 10% discount on all Alpheus insight subscription models’ annual fee

**ASSOCIATION**

- **UDRUGA POLAZNIKA I DIPLOMANATA MBA STUDIJA CROATIA**
  - 50% discount on tickets for monthly lectures

**CONSULTING**

- **INSTITUTE FOR LEAN SIX SIGMA (IFSS)**
  - 7% discount on whole range of consulting, training and coaching services

**KONTROLING KOGNOSKO**

- 10% discount on all services

**METROTEKA d.o.o.**

- 10% discount on our full scope of ISO 17025 accredited calibration including thermometers, hygrometers, piston pipettes, pH meters, length and pressure gauges and many more
- 10% discount on temperature mapping of pharma/food warehouses and transportation vehicles
- 10% discount on qualification and ISO 17025 accredited calibration of temperature/humidity equipment like freezers, incubators, sterilizers, furnaces, autoclaves, humidity/stability chambers, thermal baths etc.

**OFFLINE SOLUTIONS d.o.o.**

- free no-obligation private consultation that will assist businesses in identifying, assessing and prioritizing physical risk to their operations, as well as developing and evaluating long-term strategies for mitigating risk
- 10% discount on certain services

**U TURN TAX REFUND d.o.o.**

- Up to 20% discount on all services

**VLAHOVIC GRUPA**

- 25% discount on our weekly publication the Legislative and Policy Journal (LPJ), the offer only applies to the yearly subscription of the LPJ

**VRATA ZNANJA d.o.o.**

- **DOOR TRAINING HRVATSKA**
  - 15% on all open door soft skills trainings organized for individual participants from different companies
  - 10% on in-house tailor made trainings for AmCham company members including sales skills, leadership skills and personal development skills

**DISTRIBUTION / LOGISTICS**

- **AGS ZAGREB d.o.o.**
  - 10% discount on domestic and international moves

- **DHL INTERNATIONAL d.o.o.**
  - 30% discount for international services paid in Croatia, to all members that do not already have contract with DHL Express.
  - Above mentioned discount does not add to other discounts.

- **OVERSEAS TRADE CO. LTD. d.o.o.**
  - 40% discount for domestic transportation paid in Croatia
  - 20% discount for domestic transportation, to all members that do not already have contract with Overseas Express & UPS.
  - Above mentioned discounts do not apply to any surcharges and cannot be added to existing discounts

**EDUCATION**

- **INTERNATIONAL GRADUATE BUSINESS SCHOOL ZAGREB (IGBS ZAGREB)**
  - AmCham members sponsoring student tuition in IGBS MBA Program will receive a 500 EUR discount per student

- **RIT CROATIA**
  - 10% discount on tuition for all Bachelor of Science and Master of Science programs in Dubrovnik or Zagreb at RIT Croatia
  - Eligibility: employees and immediate family of AmCham members in good standing

**ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT**

- 10% special discount for all executive education programs at ZSEM for all employees of AmCham members

**FINANCIAL SERVICES**

- **ALLIANZ ZAGREB d.d.**
  - For details on offered discounts please contact Allianz

- **CROWE HORWATH d.o.o.**
  - free of charge diagnostics meeting relating to the matter of your interest.
  - 15% discount for all services

- **DELOITTE SAVJETODAVNE USLUGE d.o.o.**
  - 2-3 hour free diagnostics meeting relating to the subject of your choice
  - 10% discount on Business Process Outsourcing services (book keeping & payroll services)
  - 20% discount on all tax services

- **ERNST & YOUNG d.o.o.**
  - Two hours free tax consultation for new clients on Tax issues at EU Accession, Transfer pricing and Expatriate Taxation

- **KPMG CROATIA d.o.o.**
  - 10% discount on all our bookkeeping & payroll services

- **PBZ CARD d.o.o.**
  - Special benefits and preferential fees for AmCham member companies, their employees and full-time students of the institutions of higher education.

- **PRICEWATERHOUSECOOPERS d.o.o.**
  - 2-3 hour free diagnostics meeting relating to the subject of choice

- **TMF CROATIA d.o.o.**
  - 10% discount on all services

**HOSPITALITY INDUSTRY**

- **ESPLANADE OLEANDER d.o.o.**
  - **ESPLANADE ZAGREB HOTEL**
  - 15% discount on published room rates
FOR FULL DETAILS ON DISCOUNT PROGRAM AND CONTACT INFO, PLEASE SEE AMCHAM’S ‘MEMBERS ONLY’ WEBPAGES

- 15% discount on food and drinks consumed in the hotel restaurant and bar
- 25% discount on rental of meeting rooms
- Complimentary upgrade to a higher room category (upon availability, excluding presidential suite)
- Complimentary glass of sparkling wine per person during lunch or dinner
  » HOTEL DUBROVNIK d.d.
    - 10% discount on published room rates (best available rates)
    - 20% discount on meeting room rental
    - 10% discount on food and drinks consumed in hotel restaurants (Piccolo Mondo and American Steak & Grill House)
- Complimentary upgrade to a higher room category (upon availability)
  » HUP ZAGREB d.d.
    - Various discounts offered at the following hotels in Zagreb:
      - The Westin Zagreb hotel • Sheraton Zagreb Hotel • Four Points by Sheraton Panorama Zagreb • Hotel International • Hotel Jadran
  » ROARIMA 5 d.o.o. – FORUM ZAGREB
    - 25% discount on rental of meeting rooms
    - Additional summer discounts during July and August regarding technical equipment
  » SUPETRUS HOTELI d.d.
    - 20% discount on accommodation prices and additional benefits at:
      - Waterman Svetrevo Resort
      - The Residence • Hotel Osam Adults Only
      - Waterman Beach Village Mobile Home Bungalows
  » UPRAVLJANJE HOTELIMA PB. d.o.o. - DOUBLETREE BY HILTON ZAGREB
    - Special promotional price of 48€ for daily delegate rate
    - 1 in every 10 guest bedrooms is complimentary for meetings
    - Offer applies for new bookings only and is valid for events with minimum of 20 guests

» HUMAN RESOURCES
» SELECTIO KADROVI d.o.o.
  - Free basic HR Audit for new clients
  - reviewing current human resources policies and systems to identify needs for improvement and enhancement of the HR function as well as to ensure compliance with Croatian rules and regulations.
  - 15% discount on all education and training programs
  - 20% discount on program “SELECTIO HR Academy”

» INFORMATION TECHNOLOGY
» ETRANET GROUP
  - 10% discount for card products
  - 10% discount for loyalty solutions and infrastructure
  » HEWLETT PACKARD d.o.o.
    - cca 30-40% discount from list price
    - For specific models offered please contact Hewlett Packard office
  » INTEA
    - 10% discount on BALDOR motors, drives and motion products
    - 10% discount on SENA Bluetooth products
    - 10% discount on Axon industrial ethernet switches, media converters and serial device servers

» INTERIOR DESIGN
» STEELCASE S.A.
  » PODRUŽNICA ZAGREB
    - 3% special discount, valid for AMCHAM members who do not already have a separate (European / Global or any other) Contract with Steelcase

» MANUFACTURING
» HS PRODUKT d.o.o.
  - 20% discount on the products of the HS Produkt d.o.o. assortments

» MEDIA/PUBLISHING
» PRESSCUT d.o.o.
  - 25% discount on monthly fee for media monitoring of all types of media in Croatia, Serbia, Slovenia, Macedonia, Montenegro and Bosnia and Herzegovina
  - 25% discount on written translations
  - extra 5% discount for every 10th translation
  - special offers for Daily or Weekly Media Reports in English tailored to your needs

» REAL ESTATE
» COLLIERS ADVISORY d.o.o.
  - 10% discount on all our services

» TRANSLATION SERVICES
» AION d.o.o.
  - genuine 20% discount for written translations
  - special deals for simultaneous and consecutive interpreting
  - special deals for lease of equipment for conference interpreting

» TRAVEL / TOURISM
» ANTERRA d.o.o. / HERTZ CROATIAN FRANCHISEE
  - 25% discount on car rental in Croatia and Worldwide
  » ATLAS d.d.
    - for details on available discounts please contact Atlas
  » LIBERTAS REGIS d.o.o. - BEST CROATIAN TRAVEL
    - 10% discount on organization of meetings, incentives and conferences, on organization of events and team buildings, on private luxury transfers, car rentals and removals
  » POSADA d.o.o. • NAVIS YACHT CHARTER
    - 5% discount on yacht rental
  » STA ZAGREB d.o.o.
    - 150 HRK while purchasing air ticket
    - 10% discount on accommodation
    - 10% discount on insurance
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**ADVERTISE IN AMCHAM “NEWS & VIEWS” MAGAZINE**

- **VAT not included**
- **Sponsored article - same pricing as advertising**
- **Non-members pricing – base price + 50%**
- **special additional discounts for members**

**Printing preparation**

Prepared ads can be delivered on CD or by e-mail. Ads should be in TIFF (300 dpi) or EPS format, in 1:1 ratio - according to above dimensions, in CMYK color model, fonts converted to curves.

**WEBSITE ADVERTISING**

**www.amcham.hr**

- advertising price is for a period of one quarter (3 months)
- VAT not included
- Non-members pricing – base price + 50%
- Banners should be in .jpg format.

For additional information, please contact: Marina Vugrin - office@amcham.hr

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**NEWSLETTER ADVERTISING**

Chamber’s Newsletter is sent every week to 1500 e-mail addresses of senior management of AmCham member companies and other business partners, as well as government and international institutions. Available advertising space is limited and on a first-come first-served basis. Non-members pricing – base price + 50%.

- one-time announcement – promotional text (max. 600 characters including spaces) and your company logo or other picture/photo - 750,00 kn + VAT
- Newsletter sponsor – your logo published in every Newsletter in the period of two months (4 issues) – 2,000,00 kn + VAT

For reservations and any additional info, please contact: Marina Vugrin - office@amcham.hr
ADVERTISING / PR
• Alpheus d.o.o.
• BBDO Zagreb d.o.o.

AGRICULTURE
• Agroproteinika d.d.
• Pioneer Sjeme d.o.o.

ASSOCIATION
• Hrvatsko-američko društvo
• Tim Stellar
• Udruga “Nikola Tesla - Genij za budućnost”
• Udruga polaznika i diplomanata MBA studija Croatia

AUTOMOTIVE
• Grand Auto d.o.o.
• Opel Southeast Europe LLC - podružnica u RH
• Porsche Croatia d.o.o.

CONSULTING
• Conceptio razvoj d.o.o.
• Crowe Horwath d.o.o.
• Deloitte savjetodavne usluge d.o.o.
• Det Norske Veritas Adriatica d.o.o.
• Ernst & Young d.o.o.
• InfoKorp d.o.o.
• Institute for Lean Six Sigma - ifss
• KPMG Croatia d.o.o.

EDUCATION
• American International School of Zagreb
• Dječji vrtić Obzori
• International Graduate Business School Zagreb
• Little Star Kindergarten
• METROTEKA d.o.o.
• Primacosped d.o.o.

ENERGY
• A2B Express logistika d.o.o.
• ALSTOM Hrvatska d.o.o.
• Emerson d.o.o.
• General Electric International Inc. Glavna podržnica Zagreb
• Hypo Alpe-Adria-Bank d.d.
• MasterCard Europe - Podružnica Zagreb
• OTP banka d.d.
• PBZ Card d.o.o.
• Podzemno skladište Plina d.o.o.
• Proenergy d.o.o.

FINANCIAL SERVICES
• Adi Group d.o.o.
• Allianz Zagreb d.d.
• Erste Card Club d.d.
• Hrvatska banka za obnovu i razvitak
• Hypo Alpe-Adria-Bank d.d.
• MasterCard Europe - Podružnica Zagreb
• OTP banka d.d.
• PBZ Card d.o.o.
• Raiffeisenbank Austria d.d. Zagreb
• Societe Generale - Splitska Banka d.d.
• Zagrebačka banka d.d.

HEALTH CARE
• Abbott Laboratories d.o.o.
• ABBvie d.o.o.
• Amgen d.o.o.
• AstraZeneca d.o.o.
• Becton Dickinson Croatia d.o.o.
• Covidien AG Predstavništvo u Republici Hrvatskoj
• Eli Lilly (Suisse) S.A. - Predstavništvo u Hrvatskoj
• Fidelta d.o.o.
• Fresenius Medical Care Hrvatska d.o.o.
• GlaxoSmithKline d.o.o.
• Johnson & Johnson S.E. d.o.o.
• Medical Intertrade d.o.o.
• Medtronic Adriatic d.o.o.
• MERCK d.o.o.
• Merck Sharp & Dohme d.o.o.
• Novartis Hrvatska d.o.o.
• Pfizer Croatia d.o.o.
• Pliva Hrvatska d.o.o.
• Roche d.o.o.
• SANDOZ d.o.o.

HOSPITALITY INDUSTRY
• Dubrovacki Vrtovi Sunca d.o.o. - Radisson Blu Resort & Spa, Sun Gardens Dubrovnik
• Esplanade Olearier d.o.o. - Esplanade Zagreb Hotel
• Globalna hrana d.o.o. - nositelj franžete McDonald’s za područje RH
• Hotel Dubrovnik d.d.
• HUP-Zagreb d.d.
• Roraima 5 d.o.o. – FORUM Zagreb
• Supeturs hotelsi d.d.
• Upravljanje hotelima PB. d.o.o. - DoubleTree by Hilton Zagreb

HUMAN RESOURCES
• Adecco d.o.o. za privremeno zapošljavanje
• Manpower d.o.o.
• Pedersen & Partners d.o.o.
• SELECTIO Kadrovi d.o.o.

INFORMATION TECHNOLOGY
• ADBIS-CR d.o.o.
• Burza d.o.o.
• Cisco Systems Hrvatska d.o.o.
• Diverto d.o.o.
• ESKA d.o.o.
• Etranet group d.o.o.
• Hewlett-Packard d.o.o.
• HSM-informatica d.o.o.
• IBM Hrvatska d.o.o.
• IN2 d.o.o.
• INFINUM d.o.o.
• INmg2 d.o.o.
• Microsoft Hrvatska d.o.o.
• Oracle Hrvatska d.o.o.
• Patton Hungary Zrt.
• Printec Croatia d.o.o.
• SPAN d.o.o.

INTERIOR DESIGN
• Steelcase S.A. podržnica Zagreb

INVESTMENT
• Nova europska ulaganja d.o.o.
• The Presidio Group LLC

LEGAL SERVICES
• CMS Reich-Rohrwig Hainz Rechtsanwälte GmbH - Podružnica Zagreb
• Karanović & Nikolić d.o.o.
• Odvjetnički ured Darko Markušić
• Odvjetnički ured Marija Pujo Tadić
• Odvjetničko društvo Bekać, Škurla, Dumiš i Spajić d.o.o.
• Odvjetničko društvo DIVJAK, TOPII i BAHTEJARVIĆ d.o.o.
• Odvjetničko društvo Glinska & Mišković d.o.o.
• Odvjetničko društvo Hačić, Kallay & Partneri d.o.o.
• Odvjetničko društvo Jurin i Vogrin d.d.
• Odvjetničko društvo Zivčić & Partneri
• Odvjetničko društvo Kukina & Partneri d.o.o.
• Odvjetničko društvo Župić i partneri d.o.o.
• Povezani odvjetnički uredi Čičak – Čukman
• Wolf Theiss Rechtsanwälte GmbH & Co KG-Podružnica Zagreb
• Žurica i partneri odvjetničko društvo d.o.o.

MANUFACTURING
• ALTPRO d.o.o.
• Dalekovod d.d.
• DOK-ING d.o.o.
• Enikon Aerospace d.o.o.
• HS Produkt d.o.o.
• Intea d.d.
• Teknoxgroup Hrvatska d.o.o.

MARKET RESEARCH
• AGB Nielsen istraživanje medija d.o.o.

MEDIA / PUBLISHING
• Business Media Croatia d.o.o.
• NOVA TV d.d.
• Presscut d.o.o.
• Styria International servis d.o.o.

REAL ESTATE
• Colliers Advisory d.o.o.
• Meridian i6 business park d.o.o.
• Metroholding d.d.
• VMD PROMET d.o.o.
• Woodsford Grupa d.o.o.

SPORT
• Klub hokeja na ledu “Medveščak” Zagreb

TELECOMMUNICATIONS
• Colliers Advisory d.o.o.
• Meridian i6 business park d.o.o.
• Metroholding d.d.
• VMD PROMET d.o.o.
• Woodsford Grupa d.o.o.

TRANSLATION SERVICES
• Aion d.o.o.
• Anterra d.o.o. / Hertz Croatia franchise
• Atlas d.d.
• EX-ALTO d.o.o.
• Katarina line d.o.o.
• Liberties regis d.o.o. - Best Croatian Travel
• Posada d.o.o. - Navig Yacht Charter

TRAVEL / TOURISM
• Anterra d.o.o. / Hertz Croatia franchise
• Atlas d.d.
• EX-ALTO d.o.o.
• Katarina line d.o.o.
• Liberties regis d.o.o. - Best Croatian Travel
• Posada d.o.o. - Navig Yacht Charter
• STA ZAGREB d.o.o.
Leading international business organization in Croatia gathering U.S., Croatian and international companies

REPRESENTING THE VOICE OF BUSINESS COMMUNITY

★ PROMOTING HIGH STANDARDS OF BUSINESS PRACTICES

★ PURSUING POLICY ADVOCACY

★ OFFERING HIGH LEVEL NETWORKING

AmCham Patron Members
- AbbVie
- Atlantic grupa
- Cisco
- Coca-Cola Ardia
- Coca-Cola HBC Hrvatska
- Croatian Bank for Reconstruction and Development
- DOK-ING
- Ernst & Young
- Erste Card Club
- Gavrilović
- Hrvatski Telekom
- HS Produkt
- Hypo Alpe-Adria-Bank
- IBM
- JT International Zagreb
- McKinsey & Company, Inc. Croatia
- Medical Intertrade
- Medtronic Adriatic
- Merck Sharp & Dohme
- Microsoft Hrvatska
- NOVA TV
- Novartis Hrvatska
- Oracle Hrvatska
- Orbico
- PBZ Card
- Philip Morris Zagreb
- Pliva Hrvatska
- Podravka
- PricewaterhouseCoopers
- Roche
- SELECTIO Kadrovi
- Teknoxgroup Hrvatska
- Zagreb School of Economics and Management

For a complete list of AmCham Members please visit www.amcham.hr

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