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Connecting professionals around the world

International Practice Group, is an international association of independent firms, with a Secretariat, which meets clients' needs for legal, taxation and accountancy services throughout the world

Edizione Speciale

IPG Special Edition of Newsletter on the Speakers at the 2009 Conference in Torino

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Dear Members

Some months ago, MC informed me about the idea to have a special edition of our Newsletter, entirely dedicated to the arguments that came out during the Torino Conference in May 2009, namely the arguments outlined by **Piemonte Agency** and **Before Group** that gave interesting speeches during the Torino Conference.

Personally I always thought that the surplus value of a newsletter is to offer to readers utilities that they can use and capitalise on during their daily job activities. In my opinion IPG's strength is to promote and maintain a strong link between members and the huge exchange of information about any instrument that could be used in order to better assist clients.

In my opinion this kind of result is attained by the present Newsletter and I would like to thank MC and the IPG newsletter staff for this opportunity and, at the same time, people of Piemonte Agency and of Before Group for their availability and enthusiasm.

Considering the continuous help that Piemonte Agency gives both to Italian companies that want to internationalise themselves and to foreign companies that want to invest in Italy and specifically in Piemonte, and considering the important services that Before Group offers to companies, I have been more than happy to assist MC and the newsletter staff in developing this project.

For all the above reasons I am really proud to introduce this Edizione Speciale in which members of IPG should get a deep overview of the useful activities of Piemonte Agency and Before Group and, consequently, they could understand:

- how the role that Piemonte Agency plays in the Italian business investments can be important for their clients that want to invest in a country and in a region that can offer big advantages and constant assistance during the investment development;

- how it can be important for the growth of a company to focus its attention in the matter of Human Resources and, specifically, in the Intercultural field and the help Before Group can give for this growth.

So, enjoy the reading in the hope that it could be interesting and, most of all, useful for your job and for your clients.

Francesca Falbo

The Before Group



Marion Schiffner

The **Before Group** is based in Milan and is involved in consulting and management training in the field of Human Resources. For over thirteen years the **Before Group** has had a special focus in the area of Intercultural Training.

Before's professionals that work in this area are inter-cultural themselves. Many of the employees, whether being Italian or foreign born, have had professional and life experiences in at least two different countries other than Italy. They have gained a direct knowledge of the defence and security mechanisms that characterise first encounters with a culture different from their own and through the course of time, have developed the awareness that diversity is a source of opportunity and wealth.

They deeply believe in the value of exchange, of cross-cultural "contamination" and of the enrichment that originates from the encounter with different cultures. They have experienced many cultural challenges themselves, in most cases embracing these differences. They are always an active and direct testimony of the benefits of cultural exchange, in their work place and personal lives, both Italian and foreign.

"Interculture" refers to the relationship between people and groups with different cultures. It is a dynamic concept that assumes an exchange and an interaction, unlike "Multiculture", which refers simply to the proximity / presence of persons / groups with different cultures in

the same space / time, and does not involve any interaction or interpersonal relationship, and it is a descriptive term that represents a static phenomenon.

In the organisational world, intercultural refers particularly to the dynamics between people from different countries who have to work in integrated teams with shared goals, to managers who are required to manage employees who, in addition to speaking a different language, have a different culture. Interculture also applies to people who have to interact with foreign customers, suppliers or partners.

It also applies to people with back office roles who, while not traveling abroad or working in partnership with foreign colleagues, must still meet deadlines with the support and contribution of colleagues from foreign companies.

If these people are not adequately trained to address and manage the intercultural dynamics, there could occur misunderstandings, anxieties, doubts and confusion in their personal and professional interactions.

This particular state of emotional and cognitive loss that occurs in the encounter between different cultures (the so-called "culture shock") is due to the fact that behavior that is for us new, strange and never experienced challenges our understanding of the situations due to the lack of interpretative references regarding relational reality.

These phenomena are not always as visible and explicit as the early return of expatriates due to the lack of adaptivity, the delays - often significant - in the transfer of know-how to local resources, the failure of international mergers, the difficulties in achieving strategies such as "think globally, act locally" or in building a system of transnational corporate values.

In the everyday of micro individual behavior, intercultural dynamics establish a status quo that leads to a flattening of solutions and results. The aim of Intercultural Training is therefore to develop a mutual understanding between two or more people / groups of different cultures that relate to each other, as a premise for an effective relationship and for satisfactory professional results.

Its purpose is to acknowledge, accept and value someone else's differences and to be recognized, accepted and valued for our own differences by the other person: this implies that Intercultural Training is aimed at facilitating the creation of trusting relationships between people, the real basis for successful performance.

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DISCOVER PIEMONTE INTELLIGENT LOCATION AND LAND OF OPPORTUNITIES

Torino and Piemonte have a unique geographical position, right at the heart of the European development system, and an important history. The region played an essential role in the economic and social growth of Italy in the 20th century. Here intellectual vividness has always been a distinctive feature: Torino, first capital of Italy, was the political and strategic point of departure for the reunification of the Country in 1860. Modern and lively, today Piemonte is one of the most industrialized regions of the Country and can offer to the international markets a wide range of capabilities and a unique ensemble of manufacturing variety, with approximately 400,000 enterprises (out of 5 million all over Italy). Here quality of life and business cohabit in perfect harmony: innovation, competitiveness, and high-quality human resources make this territory an intelligent location as proven by the many foreign companies that have chosen to expand their operations in Piemonte.

Thus, when strategy calls for business expansion and relocation in Europe, Piemonte offers a wealth of opportunities to foreign companies. The financial incentives system for investors in Piemonte includes several measures foreseen by the Extraordinary Employment Plan launched by Piemonte Region in July 2010 to foster employment and new investment as well as by the Regional Competitiveness Program 2011-2015, aimed to help businesses, finance and new business, research and innovation. The Regional Operational Plan 2007-2013 allocates over half the funds for R&D and innovation. Other incentives and grants are available, which enable companies to cover the various phases of their growth and development, depending upon the characteristics of the investment.

The most important and innovative measure included in the

Extraordinary Employment Plan is the **Regional Investment Contract (RIC)**, which supports the location of new foreign companies or ones from other Italian regions, favours the rooting of foreign companies already present, and the return of production that had been relocated abroad.

"Piemonte is the first and only region in Italy to have created and implemented such a tool. The RIC guarantees simplification of bureaucracy, is rapid and offers certain time scales for completing authorisation processes, free assistance in all stages of the investment project, involvement and commitment of all the institutions. In two years, the resources available through this measure amount to 60 million €. In addition, this tool creates synergies with the local infrastructure - industries, services, vocational and specialist training, research etc. -, favours the growth of opportunities for human resources in terms of employment and knowledge and supports the increase of competitiveness, the development and innovation of the regional economic system as well as the full and qualified use of regional infrastructures" - claims Massimo Giordano, the regional Commissioner for Economic Development.

The measure aims to support new investments that include the creation of: new manufacturing or services facilities able to generate about 50 new jobs; HQ, R&D centres, competency and design centres, laboratories devoted both to industrial research projects and experimental development, able to generate about 30 new jobs, if created by a large company or 20 if by a SME. The eligible cost must be higher than € 3 million and spent within 48 months.

The RIC is managed by **Piemonte Agency**, a body dedicated to the international

development of the whole territory, set up by Unioncamere Piemonte (the Union of Chambers of commerce of Piemonte) and Piemonte Regional Authority, in agreement with the Chambers of Commerce and in conjunction with business associations and the academic world.

The Agency works with the aim of fostering the international development of the region by increasing the presence of local companies and their competitiveness in international markets, attracting foreign investments and promoting worldwide the regional tourist offer, products and services. Therefore it is the reference point for foreign enterprises or corporations looking for information and contacts in Piemonte, and it is the one-stop shop for foreign companies wishing to locate in Piemonte. A team of experts proposes a tailored approach, responding to customers' unique business requirements when planning to relocate in Italy. Experienced professionals add value to customers' plans by working together and in connection with private and public sector networks. The Agency also cooperates with companies which have already invested in the region in order to anticipate strategic shifts and facilitate operations. Likewise, all economic sectors are involved in the activities carried out to optimise and validate abroad all excellences belonging to Piemonte's traditionally strong productive culture and in order to present a worldwide competitive, top-class entrepreneurial system, Piemonte Agency assists local companies in their international path and provides free **advisory**

service. In fact, with the help of a team of experts companies are constantly updated on the latest regulations and are supported in all international trade related matters. The experts working at Piemonte Agency can help them in solving problems and facing risks related to international trade such as contractual disputes, customs and payment problems, while special attention is given to the promotion and setting up of joint ventures. Piemonte Agency guarantees specialized assistance in different fields, such as: legal matters and procedures, customs and fiscal rules, monetary regulations, technical standards, tax problems, marketing, business plans etc.

Piemonte Agency also provides consultancy on problems concerning quality and certification, product liability and consumers' protection. Furthermore, the Agency is a partner of Unioncamere's permanent office in Brussels, whose aim is to select opportunities for local SMEs. This co-operation allows us to offer companies information on EU tenders, EU laws and regulations, to set up contacts with European institutions and to support the presentation of projects.

Piemonte is a competitive land and making business here is easy. Through a free, personalised and targeted approach, Piemonte Agency matches foreign companies' needs with the local production offer. With this purpose the Agency:

- plans incoming trade missions for foreign business delegations willing to familiarise themselves with the area and start commercial relations and organises international events in Piemonte;



CENTRO ESTERO INTERNAZIONALIZZAZIONE PIEMONTE Agency for Investments, Export and Tourism

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- coordinates delegations of enterprises from the region to attend fairs where foreign buyers can meet their competitive offer;
- develops tailor-made industrial cooperation projects, such as know-how transfer and establishment of joint-ventures;
- finds possible suppliers, partners or other figures to match requests and offers; carries out projects for partners' research in mutual cooperation with other international organisations.

Piemonte Agency also manages **special projects** promoting a pool of best in class local companies of specific fields of productive excellence, selected on the basis of distinction and quality. Each project is run by dedicated teams made up of technical and commercial experts, working to facilitate and match specific and targeted foreign contacts with potential Piedmontese suppliers. These projects include: *From Concept to Car* for the automotive sector; *InToMech*, dedicated to the high mechatronic hub; *Piemonte InContract*, to meet and satisfy customers' demands (general contractors, planning firms, interior designers, architects, constructors, hotel chains, hospitals, schools, public administration) and respond to all standards imposed by product and process certifications or by quality standards;

Subforservice, for the industrial subcontracting sector; *Tender*, the institutional tool for discovering opportunities, drawing up bids and identifying and connecting enterprises to participate jointly in cooperation projects in Developing Countries; *Think Up* for the ICT sector; *Torino Piemonte Aerospace*, for the aerospace industry. Invitations to buyers, participation in international events and world-wide trade missions are just some of the activities undertaken.

Thanks to the support of a ramified **international network**, the Agency provides updated information on the area and its economic system while encouraging industrial, commercial and technological cooperation. The network includes the field offices owned by the Regional Authority of Piemonte (Antenne Piemonte), those by the Chamber of Commerce of Turin (Desks), the bureau settled in Bruxelles by Unioncamere (Union of Piemonte Chambers of Commerce) and other offices belonging to business associations. New cooperation agreements between local and international institutions will allow us to enlarge the network. On specific target countries, the network supports marketing activities and actions aimed at improving the competitive positioning of Piemonte to foster business investment attraction, the promotion of turnkey sectors and the networking with business communities, clusters, technology poles and research centres.

Simultaneously, making business means being in touch with the current economic context. In

particular, the extremely high demands by globalisation compel businessmen to be ready to deal with constantly shifting scenarios and **specialist training** becomes crucial in establishing a successful network of managers and public administrators. This is why, Piemonte Agency - whose training department of Piemonte Agency is accredited by Piemonte Region as a training agency and certified under ISO 9001:2008 - helps local and foreign entrepreneurs, managers and officers to be updated on key subjects related to international trade and the most advanced commercial strategies. Tailor-made seminars, courses and conferences are organised with the aim of harnessing skills and increasing knowledge on both commercial and technical topics (quality, health and safety products, environmental protection and social responsibility), to be more competitive in foreign markets. The international and transnational courses are highly appreciated abroad. Aimed at businessmen and officers from countries in transition or developing countries, they offer new tuition and trade opportunities and provide updated information on major legal-economic changes. All programmes are personalised according to the participants' needs and provide integrated activities combining training and workshops, visits to companies and institutions, and meetings aimed at fostering b2b matchmaking as well as international exchanges and cooperation.

The teaching staff includes more than 200 experts belonging to the Quality Trainers Roster, composed of: academic staff,

managers, officers of public and private organizations, banks etc.

Business in Piemonte is compatible with leisure and travel. The region offers hospitality, services and infrastructure, stunning architectural beauty and breathtaking natural sites. Many territorial public policies have concerned the development of **tourism** investments that have reached unprecedented figures. The global event of the Torino 2006 Winter Olympics was one of the vehicles that allowed the worldwide celebration of snow and ice sports to become a unique opportunity to enable the entire system of tourism in Piemonte to take a giant leap forward. The MICE sector in particular has taken advantage of the heritage of the Olympic venues and the presence of high-level accommodation, making Turin and Piemonte an ideal location for events, conventions and incentive travel.

Piemonte Agency enhances this role and promotes tourist resources by participating in international tourism fairs, organizing workshops, educational tours for media and trade representatives, events and b2b and b2c meetings.

Piemonte Agency for Investments, Export and Tourism

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More information on the Regional Investment Contract is available on www.investintorinopiemonte.org



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" We are well aware that Piemonte is an appealing region and our aim is to ensure that businesses can better seize the opportunities our territory offers. After years of relocation, which we have unfortunately witnessed, we are now working to reverse this trend, facilitating the attraction of investments, streamlining procedures and creating the best conditions for economic revival longed for by all. Doing so, the regional government hopes to encourage a new business policy, geared to competitiveness and innovation, leveraging the extraordinary professional and human heritage of which we are lucky to have. " says Mr Roberto Cota, Governor of the Piemonte Region."

8 new companies located in Piemonte in 2010

In 2010 eight companies decided to locate in Piemonte, namely in the provinces of Alessandria, Biella, Cuneo, Novara, Torino, Vercelli, declaring total investments for over € **440 million** and creating approximately **1,000 new jobs** (total employment when fully operational). The 5 foreign companies come from Belgium, France, Latvia, Spain and the USA. The other 3 are Italian, 2 from Lombardy and 1 from Marche.

"Important numbers for a period like this, when the effects of the crisis are still strong" **Giuseppe Donato**, President of Piemonte Agency, explained. "Although Italy is the last in the EU for its attractiveness, as highlighted by the *Rapporto Italia Multinazionale 2010*, and below the world average (30.7%), Piemonte, the second Italian region for the number of foreign firms, confirms itself as attractive. The results presented today, which concern much of the region, are evidence of this. These results have been obtained thanks to the engagement of each provincial working group that sees the participation of all the local stakeholders. The work of attracting investments is, in fact, closely connected to and complementary to local development."

Massimo Giordano, the regional Commissioner for Economic Development, commented: "The new Regional Investment Contract encourages and supports job creation and the maintenance in Piemonte of the production units located here. The absolute priorities today are, in fact, employment and the need to avert any relocation elsewhere. It is to go beyond this that, reformulating the measure, we have decided to introduce the creation of a minimum number of jobs as a positive element and we have raised to ten years the constraint of maintaining the production plants in Piemonte after locating here. This instrument thus makes it possible to reach an excellent point of equilibrium between the share of public aid committed and the new employment generated. Following the launch of the new measure, some of the investment projects that Piemonte Agency was already following have been redefined by the companies which have thus been able to outline new strategies, orienting them towards a growth in the importance and volume of their projects. In some cases these companies have also decided to group in Piemonte activities previously destined for other areas or countries, precisely what we intend to obtain more and more from the use of this important instrument for the attraction of well-established enterprises to our region".



2010 Greenfield Award

From the left: Mr. Giuseppe Donato (President of Piemonte agency), Paul Van Emmerick (CEO AR Metallizing) and Massimo Giordano regional Commissioner for Economic Development.

Piemonte Agency presented the 8 companies during a press conference which was also the occasion to award the **Greenfield Prize** - introduced in 1999 by former ITP, now merged into the Agency - delivered to a foreign-owned company that has made a new investment in Piemonte. **The 2010 winner is AR Metallizing**, whose parent company is Belgian, one of the 2 leading international players in the sector of paper metallization. The reasons include: the strong employment impact, the company has in fact purchased a paper mill in Casalgrasso, safeguarding all the jobs; the innovative technology is another important factor. In addition this is the first major foreign company to locate in the province of Cuneo in recent years.

AR Metallizing is among the 4 companies (2 foreign and 2 Italian) that will sign the **Contract**. The other three are:

Aenergo, a Latvian company that operates in the field of renewable energies and initiated its investing in Borgosesia, in the province of Vercelli, with the purchase of a first co-generator;

A-27 is a company from Lombardy based Rancio Valcuvia (Varese), that produces patisserie desserts marketed under its own brand "Bontà Divina" and with other large-scale retail brands, che si insedia a Gattico (Novara);

FGV-Manuex, an important Italian multinational from Veduggio (MB) that produces metal components for furniture has chosen Quaregna (Biella) to start up the production of drawers (€ 5 million a year) and when fully operational envisages the hiring of about 250 employees.

To these we can add **another 4 companies** for which Piemonte Agency has prepared location offers, providing incentives packages, supported the management to reduce start-up times, create relations with the local fabric of potential customers and suppliers, identifying the employment groups of interest etc.

Opde, a leading Spanish group in the photovoltaic sector, has begun the creating of solar farms throughout the region's territory and has opened a plant for the construction of solar followers and a logistics centre in Moncalieri (in the province of Torino); **GM Hybrid**, a US company belonging to the GM group, in July 2010, set up in Torino a new development and prototyping centre for hybrid diesel engines;

SolarLab, belonging to the Renegies Italia group of Urbisaglia (Macerata), with expertise in 3rd generation photovoltaic plants, has opened an R&D centre in the Science and Technology Park PST of Tortona (Alessandria) in collaboration with the Politecnico di Torino; again in Tortona,

Ardea Seal, a small French firm, has set up a research centre in collaboration with Proplast for the design of "intelligent stoppers".

The contact details for the Chairman and Secretariat of the group are shown at the bottom of this page, but detailed below is a list of contact details and areas of responsibility for the Management Committee:

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And finally - Newsletter distribution

Finally, we would ask that you pass this newsletter on to all members of your firm who could usefully be aware of IPG. If you wish to supply the Secretariat with a general email address which acts as a distribution list for your firm then we would encourage you to do so. This way each firm can keep their internal distribution list up to date and the Secretariat can send newsletters, etc. to the widest possible number of people. If you have any questions please contact Hiacentia Leutert Klages.

If you have any matters you would like including in the newsletter then please let the Secretariat know.

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