

Club of Amsterdam

the future of the **Global Workplace**

March 2007



► **Mandar Apte**, Business Strategy - Competitive Intelligence Analyst, Shell Global Solutions International B.V.

Workplace of the future - scenarios and trends - Views of a global citizen

In today's world of increased globalization, "change" seems to be the only constant variable. Marked by recent shifts in socio-political environments complemented by advances made in technology have resulted in an increased interdependence between countries and people. Since we will all be living and working in a future world that promises to be different from today in significant ways, the future of the global workplace is of interest for governments, businesses, organizations, and people, including multinationals especially threatened by the ambitious forces of local, national and regional players. Key trends will be highlighted and solutions proposed for issues that might be faced in the work place of tomorrow.

► **Andrew Kruseman Aretz**, Partner, Human Resource Services, PricewaterhouseCoopers Belastingadviseurs N.V.

Changing demographics of people flows around the World

Organisations are 'going global' in new ways and expanding to new locations, offering considerable benefits for the organisation. These bring a new set of employment opportunities and problems. The traditional arguments for offshoring to new locations have often been built around cost arbitrage, taking advantage of lower labour and related costs in manufacturing or routine service provision. Recent studies show that the 'new' locations can offer access to skilled and innovative pools of talent, and to different approaches to leadership and management. The motivation of mobile workers is also changing as employees place different value on working internationally. The discussion examines these changing workforce challenges and how organisations are revising policies to meet these new needs.

► **Jean-Claude Knebler**, Director of Foreign Trade, Ministry of the Economy and Foreign Trade, Luxembourg

Does off-shoring hold the key to success, especially for SME's?

Off-shoring is to most European politicians what garlic is to vampires: the mere mention of it sends them into convulsions. It is associated in public opinion to serious ills ranging from wage dumping and precarious social security networks to child-labour and slavery. Governments in mature economies face a dilemma: they need to foster the competitiveness of their companies while working to preserve certain social standards, at home and abroad. Moving business processes abroad may increase competitiveness but creates social problems. But isn't there a middle way? Must off-shoring/outsourcing necessarily be a zero-sum game? Or does it hold the key to success, especially for SME's, on tomorrow's ever more competitive global marketplace?

19:00 - 20:00

Introduction by our Moderator

▶ **Hedda Pahlson-Moller**, Managing Director, Evalueserve Benelux and Omnisource International

Part I:

▶ **Mandar Apte**, Business Strategy - Competitive Intelligence Analyst, Shell Global Solutions International B.V.

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20:00 - 20:30

Coffee break with drinks and snacks.

20:30 - 21:15

Part II: Panel followed by an open discussion.



Mandar Apte

Business Strategy - Competitive Intelligence Analyst, Shell Global Solutions International B.V.

Mandar Apte is a Chemical Engineer from Mumbai, India. He then traveled to the US to get a graduate degree in Petroleum Engineering from Tulsa University, USA. Since 1999, he has worked at Shell in US and now in Europe. Mandar has worked on several mega projects in Shell's EP business, traveling worldwide and experiencing a diverse set of cultures. He has been active in various employee networks at Shell around learning and development and community outreach.

www.shell.com/home/Framework?siteId=globalsolutions-en



Andrew Kruseman Aretz

Partner, Human Resource Services, PricewaterhouseCoopers Belastingadviseurs N.V.

Andrew Kruseman Aretz is a tax lawyer from background and since 1990 working with PricewaterhouseCoopers. He has over 17 years experience in human resource consulting and operates from the Amsterdam office. He is specialized in international mobility management, HR in M&A and HR Restructuring. He advises multinational clients on employment, reward, tax and social

security aspects of expanding and improving their global business. He leads the Dutch HR Transaction Services team, servicing Private Equity and Corporate clients. The HR Transaction team consists of a broad range of HR specialists in pensions, reward HR strategy and processes, performance and organization and employee taxes, with a deal mindset and who work on international deals with other M&A specialists.

www.pwc.com/nl



Jean-Claude Knebler

Director of Foreign Trade, Ministry of the Economy and Foreign Trade, Luxembourg

A career diplomat since 2002, Mr Knebler currently serves as Director of Foreign Trade at the Ministry of the Economy and Foreign Trade in Luxembourg. He is providing advice to the Minister on bilateral trade affairs as well as strategy and policy promoting Luxembourg's economy abroad. The Department of Foreign Trade also provides direct support to companies through trade missions and national pavillions at trade fairs. Mr Knebler chairs the Committee for the Promotion of Luxembourg Exports, is a member of the Consultative Committee on Foreign Trade, the Luxembourg Board of Economic Development as well as a board member of the Office du Ducoire (the public export insurance provider).

He was educated at the London School of Economics & Political Science in Great Britain and the French senior civil service college, the Ecole Nationale d'Administration, gaining a BSc in Government & Law and a postgraduate diploma in Public Administration.

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Hedda Pahlson-Moller

Managing Director, Evalueserve Benelux and Omnisource International

Hedda Pahlson-Moller is Managing Director of the Outsourcing/Offshoring consultancy, Omnisource International, and serves as the Benelux Client Executive for Evalueserve - a global knowledge services company providing customized Business/Market and IP research and analytics services to leading edge clients worldwide. Evalueserve has a team of 1400+ professional researchers based in its operations centers in Gurgaon, India; Shanghai, China; and now Valparaiso, Chile.

Hedda has a B.A. from Brown University (USA), a Masters in Political Science from Lund University, and an MBA from Copenhagen Business School. Hedda has lived around the globe and worked for the Swedish Embassy and the Japan Development Bank in Tokyo, the US Chamber of Commerce in Berlin, the Centre for Science and Environment in India and spent 4 years at Hewlett-Packard's financial operations in Brussels and Grenoble.

She is Swedish-Canadian and has lived all over the world before settling in the Grand Duchy of Luxembourg, where she manages her businesses and teaches Entrepreneurship at Sacred Heart

University, Luxembourg.

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