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International Symposium on The Business of Representing Business

Symposium Report



ACT/EMP
The Bureau for Employers' Activities

Report on the ILO Symposium on Employers' Organizations

The Business of Representing Business

5-6 September 2011 – Geneva, Switzerland

**Bureau for Employers' Activities
International Labour Office**

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Preface

Representative business associations exist in order to deliver value to business through services that enterprises cannot provide on their own. Their strength lies in their representative nature and in their functioning as networks. When they are effective, they create an enabling environment of policies, relationships and behaviours that foster economic growth and allow enterprises to thrive. This in turn produces the jobs and incomes needed to raise living standards and improve lives across society.

In order to effectively deliver on these expectations, business associations must be truly representative of, and independently funded by, the business community. For this to happen, enterprises need to be convinced that business associations provide value to them, and that subscriptions are good investments. As business environments around the world continue to evolve, the needs of enterprises for externally-sourced services change. The pace and content of these changes will vary in each country and industrial sector, and the needs of each enterprise will depend on variables like its size, geographical footprint and technological sophistication. In order to remain relevant and representative, business associations need to anticipate change constantly and adapt to it, and to deal with increasing diversity in their membership.

To obtain a better understanding of the external changes affecting business associations, the ILO Bureau for Employers' Activities began to examine their world more systematically.

The key questions behind our inquiry were:

- 1. What is the current value proposition of national representative business and employer organizations, and is it likely to change in the next few years?*
- 2. How are these organizations responding (or not) to a changing business environment and changing demands from membership?*
- 3. What kinds of organizations do businesses need in the coming years and what should these organizations be doing?*
- 4. What needs to change in terms of vision and approach, and how can this change be brought about?*

We began in 2010 with a survey of leading national employers' organizations, to which we received 83 responses. Our analysis of the survey responses confirmed that changes were taking place, but it also indicated that a significant number of respondents either did not recognize, or did not acknowledge, the changes happening in their operating environment.

To deepen the inquiry, we then convened a symposium on "The Business of Representing Business" at the ILO Headquarters in Geneva on 5 and 6 September 2011. We invited leaders who had helped transform their organizations by adjusting their service offers, restructuring or even merging with another organization, and we asked them what they had seen and why they took the action they did. We also invited senior representatives from major international companies to ask them about their needs from business associations nationally and internationally. A third category we invited included researchers from leading

universities and academic institutions who had studied business associations, to contribute their respective perspectives.

The Symposium

The objective of the symposium was to gather insight to explain the information we had gathered through the survey and from our on-going engagement with employers' organizations, in order to deepen our understanding of how the business of representing business was evolving.

One message that came across clearly was that although the goals, structure, funding, and opportunities for delivering value to membership are different for each organization, their core competencies are often the same: the ability to know what issues really matter for members on an on-going basis, the ability to balance national interests with the interests of enterprises and the ability to recognize change and innovate.

Another important message that repeatedly came through was that while employers' organizations that work exclusively on labour-related matters will continue to play an important role in some countries, in many others these services, while remaining important, are becoming a much smaller part of the overall demand from business. Organizations that focus exclusively on labour issues may need to take a more holistic approach to policy analysis.

Survey results confirmed a growing trend of partnerships between employer-specific organizations and those that deal with trade and economics, in order to ensure coherence and rationalize costs, with 36 per cent of respondents saying they were in the process of forming partnerships and alliances with complementary business associations in their countries, and 12 per cent even saying that they would merge with others. This further demonstrates the importance of seeing labour issues within the context of the many other concerns of the business community, rather than as a stand-alone proposition.

The messages we got from the symposium with respect to what really mattered for the success of business associations did not surprise us. In fact much of it looked very obvious. What struck us was that the participants, having each experienced change first-hand in a wide variety of circumstances and led their organizations through it, were so insistent on how important those seemingly obvious factors were.

The ILO has traditionally referred to the business side of its tripartite constituency as the "employers". This expression is inadequate to describe the complexity of the business associations it is meant to cover, a complexity that needs to be understood for any successful engagement with them. The term "business organization" may also be confusing since it is often used to refer to large enterprises. We therefore use the expression "business association" throughout this report to mean every form of membership-based organization that represents the interests of business, except in places where it is necessary to distinguish any particular form that they take.

Going forward

Increasing levels of participation in the global economy, greater availability of talent and new technology are just some of the elements that have considerably changed the way in which businesses configure themselves and operate. Demographic trends and climate change have begun to place constraints on business operations in many countries, while in others old problems in critical areas such as governance and infrastructure remain major concerns. The forums that set the policy environment, directly or indirectly, and the participants in policy dialogue, are many; some require a more coordinated business voice at the international level. Representative business associations must find the opportunities to create value for their membership in this emergent environment.

We will continue to track changes in the business of representing business, and work to understand them in order to serve our employer constituents better. The academic network we are creating, and further consultations of the kind we had at the symposium, will be important means to achieve this. We are now in the process of launching a research agenda that will provide direction and coherence to this effort. This will inform our technical cooperation activities to strengthen employers' organizations in developing and transition countries.

However, it is up to the associations themselves to be alert to what is happening to their membership in the areas they cover, to understand the drivers of change, and to innovate to assure their continued relevance.

Deborah France-Massin
Director, ILO Bureau for Employers' Activities

Geneva, 14 February 2012

Introduction

Globalization has led to different groups within countries having divergent economic interests, undermining a sense of broader national solidarity. At the same time, transnational associations are becoming more important in individual and group identity, enabled by the internationalization of media and communication. Traditional forms of association have been eroded. Trust in institutions seems to have dropped.

- **World Economic Forum: “Global Risks 2011”**

Business associations, including employers’ organizations, are facing many challenges in today’s increasingly crowded, globalized economy. Across all regions, the labour market is changing, along with traditional partners and old certainties. Many enterprises, especially small and medium sized or new enterprises, remain to be convinced that there is value in paying to belong to a traditional business association, questioning the value proposition that these organizations have relied on for so long.

Today, many different voices are speaking for business, from celebrity company executives at select international forums to lobbyists and special interest groups, and the overall message is sometimes incoherent or unclear. The value of business associations as a safe forum for business networking risks being diminished as new communications technologies multiply the ways in which that can be done. In addition, highly specialized providers of information and advisory services often have an edge over business associations with competing offers.

The most effective organizations are taking proactive measures to support the needs of their constituency and to set policy agendas that meet the interests of all of their member businesses, regardless of size or sector. The ability to adapt has become essential.

It is within this context that the ILO Bureau for Employers’ Activities convened the International Symposium on the Business of Representing Business to address the following topics:

1. The context in which enterprises operate, driving demand for services from associations
2. The kinds of services business wants from its associations
3. Important features and developments in the representational function of business associations

4. Innovation in the business of representing business
5. A research agenda to further study business associations

The global context

Key features

- The projections for global growth are extremely weak.
- Demographics, migration and technology will transform the labour market.
- Climate change will have a significant impact on policy choices.
- Communications technology and global interconnectedness will transform the way business is done.
- The State will play an increasing role in the economy.

Synopsis

The projections for global growth are extremely weak. The current economic picture is dismal. Many significant economies face a need for financial reform, while others are in need of fiscal consolidation to reduce debt. Economic uncertainty is raising social tension around the world, and the scope for decisive political action is limited. There is a need for internal and external rebalancing of economies—from fiscal stimulus to private demand in advanced economies, and from export-led growth to increasing internal demand in emerging economies. In both cases, movement seems to have stalled. The challenges currently facing advanced economies are now depriving emerging economies of the export markets that drove growth over several decades, seriously slowing development prospects. Private spending is in decline and consumer confidence is likely to remain low in the near future.

Demographics, migration and technology will transform the labour market. Emerging markets will drive more than 50 per cent of global GDP growth in the next decade, supported by massive migration to urban centres and declining dependency ratios. In advanced economies, declining workforces and increasing old-age dependency ratios are putting pressure on health care and old-age benefit systems. Social security systems need to be reviewed to make them more sustainable. There is a need to create opportunities for higher participation in the labour force by youth, women and seniors. New technologies are driving productivity improvement, but they are also replacing workers with middle-level skills. To address this impending talent mismatch and increase the ratio of knowledge workers in the workforce, business will need to contribute more to education and training. High-level skills by themselves no longer guarantee high wages as occupational barriers are broken down and skilled workers become more heterogeneous. There is a need for increased versatility and flexibility from workers in order to cope with the changes in how, where and when they work. Productivity will be at a premium as never before. New conversations about how protection can be put in place for workers around social insurance schemes, such as individualized schemes, need to start taking place and there is a need for the private sector to create the demand to make that happen.

Climate change will have a significant impact on policy choices. Along with rising energy needs, measures to deal with climate change will determine the future business environment. It must be assumed that energy prices will continue to rise, with increasing volatility. There will be greater regulatory and social scrutiny of business operations. Future strategies must involve innovation to consume less energy with a greater emphasis placed on sustainability and social responsibility. Resource productivity will be just as important as labour productivity.

Communications technology and global interconnectedness will transform the way business is done. Communications technology will continue progressing at a rapid rate. Sixty per cent of the global population is already using a cell phone. This will increase, as the speed of trade continues turning the world into one giant market. Along with information, people, products and finance are crossing borders in unprecedented volumes. Production networks are becoming more complex and dispersed, making economies around the world more interconnected and interdependent. While this global market will be even more accessible, reaching it will become more expensive as demand for energy and raw materials will increase by at least 30% in the next decade along with the level of debt in OECD countries, which is projected to increase significantly over the next decade.

The State will play an increasing role in the economy. States are competing for jobs and growth. Already before the crisis they were being called upon to mitigate the sometimes adverse effects of globalization. The crisis saw them intervene with large-scale fiscal stimulus, and the expectations being placed on the State are increasing. On the one hand they are expected to drive prosperity by fostering economic growth and job creation. On the other they must also ensure social stability and maintain social safety nets within their borders, while the outcomes of policy in the interconnected global economy are not determined within those confines. They have to compete for jobs and growth. Business needs to recognize that governments face genuine challenges, and work in partnership to help solve them.

Meeting membership needs

Key points

- Business associations should address issues that enterprises cannot solve by themselves.
- Know your customer—and your customer's customer.
- Showing leadership on the larger issues can win the confidence of business.
- Sell success.
- Very small businesses may need a different kind of relationship.
- Get the large enterprises on board.
- The importance of industrial relations is diminishing and employers' organizations will need to broaden their mandate.
- There is a need for a comprehensive international voice for business.

Synopsis

Business associations should address issues that enterprises cannot solve by themselves. Key amongst such services are lobbying, and the information and advice they provide on legislation, tax, training opportunities and employment issues. Lobbying is of particular significance because business associations have a stronger voice than individual companies, however large. At the same time, care must be taken not to compete directly with members who participate in the specialized services market. Appropriate niches should be identified where the comparative advantage of the association gives better value to membership. While networking technologies are increasingly being used by businesses to improve their own performance, they also value highly the various platforms that business associations offer, such as meetings and opportunities to network with peers, including through international business association networks.

Know your customer—and your customer's customers. This adage holds true for business associations just as much as for any business. Enterprises' needs for externally-sourced services are changing rapidly in response to the changing business environment, and the needs of different categories of enterprises are often varied. The business association has to constantly keep in touch with its members, in every way possible, in order to understand their needs and concerns. When responding to issues, it needs to do so rapidly, providing information and offering solutions.

Showing leadership on the larger issues can win the confidence of business. A challenge stemming from the highly heterogeneous nature of membership is the pressure to

take a lowest common denominator position on certain issues. Narrow self-interests can often get in the way. This is often seen on issues such as climate change. Business associations have a longer perspective than individual enterprises, and must show leadership in projecting a vision and taking initiatives that pay heed to the overall interests of the whole economy on such issues.

Sell success. Communicating the value of membership to the business community is critical to organizational success. A vital part of any communication strategy needs to be getting business people to know what the association has achieved, and why that is important to everybody. Business associations must find ways to communicate their capability, and to show that certain victories in changing policies are a result of direct member participation. The engagement of members in association activities helps them to better understand the significance of issues, and also to better appreciate the role of the association in addressing them. Successful business associations invest in selling success.

Very small businesses may need a different kind of relationship. The very small enterprises are usually a large grouping in the business community, but often do not participate in associations. Including them in membership significantly enhances the representativeness and lobbying strength of the association. At the same time they often have greater needs than the relatively more self-sufficient medium and large enterprises. There are situations where many small enterprises will not regularly pay membership subscriptions, but will pay for direct services. In such cases one strategy has been to treat them as members despite their non-participation in subscriptions, and to encourage them to nevertheless participate in association activities, paying for specific services, and most importantly to share in its values and policy positions.

Get the large enterprises on board. Large enterprises typically pay much higher subscriptions than small ones, and also contribute technical expertise and knowledge across the network. They have fewer needs in terms of direct services than small and medium sized members. Some of them consider they can deal with any issue on their own and do not appear to be interested in membership. However, the majority of them understand the importance of participating in business associations, even when certain specific policies pursued are not the ones they would have preferred. While large multi-national enterprises are becoming increasingly independent and protective over their business strategies, they still seek collective action at the national level around issues related to tax, legislation, education and other matters. Business associations need to satisfy the expectations of their larger members by reacting quickly to pending issues and providing high quality information. Some business associations have created separate classes of membership for large companies to focus specifically on their issues.

The importance of industrial relations is diminishing and employers' organizations may need to broaden their mandate. Industrial relations and labour law services have in the past been of specific importance in several countries, and many business associations were formed to operate only in that area. While in some countries employers' organizations continue to be valued for the labour-specific services they provide, in an increasing number of others the relative importance of such services has declined, and associations specializing in them have had to consider expanding their mandates or merging with others.

There is need for a comprehensive international voice for business. Currently there are several business associations at the international level that each addresses a specific area of concern, focusing on the relevant global policy forum. Similar to the situation with single-issue business associations, there is a need for more comprehensive, multi-forum business representation at the international level. Multinational companies in particular, which operate across a range of highly different markets and legal and institutional frameworks, have difficulty finding an associational resource to provide multi-country support.

Persuading others

Key points

- The role of business associations in shaping the policy environment remains as important as ever.
- The current global economic situation has expanded the opportunities for business associations to engage in a reform agenda.
- Associations need to be visible.
- Credibility is critical.
- There is a definite trend toward the globalization of public policy as economic and trade issues are discussed more and more at the global level.

Synopsis

The role of the business association in shaping the policy environment remains as important as ever. This is perhaps the most fundamental role of the business association, and remains vital both to membership and to the public policies that generate growth and prosperity. Governments will always require information to develop industrial strategies and labour market policies. In many cases governments do not know how to effectively craft policies because they do not have enough information to make informed choices. Business associations should serve as the bridge between the private sector and public officials.

Markets do not coordinate skills very well, so it is up to business associations to give more information than the market can deliver, and of higher quality. More than just providing information though, business associations should be interpreting the information and then packaging it in a way that meets the needs of the business community. Having strong leadership, trust, respect, and credibility are essential to being an influential voice for business. An important development is the role of civil society, a term that covers a range of non-state actors that participate in public policy debates. Many of them have acquired credibility with the public, and they have increasing influence in many countries. Engagement with such actors is becoming increasingly important, if the business association is to succeed in influencing public policy in support of growth and prosperity.

The current global economic situation has expanded the opportunities for business associations to engage in a reform agenda. For many organizations, the crisis has been an opportunity to reach out to membership and enhance communication channels. There has also been more space than ever for organizations to engage with governments in policy dialogue. Throughout this challenging economic period, governments will continue to turn to business associations for input on a wide range of economic and social policy issues in order to create more effective recovery strategies. Business associations should galvanize

their membership and harness their ideas to make forceful proposals to government and policy makers, in an effort to stimulate economic growth. In order to sell a convincing message they need to develop an adequate capacity to gather and analyse relevant information.

Associations need to be visible. Effective use of media is crucial and some organizations have become very adept at using television, radio and social networking tools to communicate positions and receive information and feedback from their members. While promoting the needs of business to government is essential, it is just as important to keep members closely involved in this process.

Credibility is critical. In the current environment governments are looking for credible information to create policies that deliver on growth and jobs. Business associations can offer this credibility, but only if they are truly representative, independent of all other influence, and they establish a reputation for reliable and robust information and analysis. They need to intervene at a political level while remaining non-political, and they should not be reluctant to address democracy issues when necessary. Independence from political parties and consistency in projecting the enterprise interest regardless of who is in government is critical in this regard. Working with others, including trade unions and researchers, will also enhance credibility and influence the operating environment for enterprises.

There is a definite trend toward the globalization of public policy as economic and trade issues are increasingly discussed at the global level. This translates into global public policies, yet at the moment there is no single business forum to handle this evolution. To cope with this new trend an international organization needs to materialize to centralize and represent the views of business. There are new entities affecting business based on new logics and for this the business community needs effective representation on the international scene.

Adapting and Innovating

Key points

- Constant innovation drives value for membership.
- The capacity of business associations to adapt and innovate depends on a mix of external and internal factors.
- Innovation also involves new ways to raise revenue.
- There are benefits to expanding mandates and consolidating representation.

Synopsis

Constant innovation drives value for membership. This is another aspect of the need to be constantly aware of what is of greatest current concern to membership. Membership needs are changing all the time and business associations must keep pace, changing their service offer nimbly and on time. It is critical to track company needs and seek new ways to create value and retain engagement by membership, as well as to attract new members. It is important to think and plan strategically. Adding value could mean different things to different businesses, and care needs to be taken to ensure that serving one group does not compromise the interests of others. While it may take time for innovative services to pay off, remaining close to members and their needs helps to ensure that strategies are relevant. Keeping up with new technology is important because it can transform the quality of communication, and because enterprises are often the first to embrace it. It is also necessary to be aware of the potential of certain new technologies to undermine traditional value propositions of business associations such as networking, and to make sure that the association network always provides greater value. Business associations should embrace new technologies as they emerge, making use of them to enhance the value of their own service offer.

The capacity of business associations to adapt and innovate depends on a mix of external and internal factors. Government attitudes and the institutional environment in which the association operates are significant determinants of the opportunities to innovate and the space in which to do so. Competition in the market for specialized services has also forced a number of organizations to vary their service mix. As mentioned in the section on membership needs, sometimes the competition for services comes from within membership, making it more delicate to deal with. If other suppliers produce a more useful and credible service the business association should look elsewhere for options where its strengths will give it an edge—there are niches where only the association can be a credible service supplier. In terms of internal factors, organizational culture and governance, membership cohesion and strength, staff capacity and even personal standing with external partners, especially government, are significant. In general, the association works with a different time

horizon than most enterprises, and that gives it a perspective that can bring together the diverse individual needs of membership.

Innovation also involves new ways to raise revenue. In many countries business organizations must rely on membership subscriptions as their main or only source of revenue, and this helps to ensure independence and a robust system of governance and accountability. In others, a portion of income is generated from fees, especially where the formal economy is very small, medium to large enterprises are few, and there is a need to keep very small enterprises in membership. Diversifying sources of funding is an area where business associations have scope to innovate and take best account of the composition of potential membership.

There are benefits to expanding mandates and consolidating representation. The amount of time business associations (overall) spend on industrial relations issues has dropped considerably — with the focus shifting towards enhancing the competitiveness of enterprises and economies in a more complex, globalized world. This has led many associations to revisit their traditional service mix, invest in new capabilities and establish new partnerships in order to cover a wider business agenda. Recent research on employers' organizations in European and OECD countries has found that most organizations have been successful at adapting, and have gained in terms of representativeness. Analysis by the University of Vienna attributes this to the fact that many employers' organizations have expanded their service offer and have transformed themselves into business associations. In many countries there has been a consolidation of the structure of business representation through mergers, alliances and other forms of achieving a coherent business voice, and that is likely to continue. Mergers and alliances can help minimize the degree to which governments are able to “divide and rule” amongst business associations with respect to their policy positions.

Shaping a research agenda

Key Points

- Business associations face multiple challenges that are closely linked to the changing environment as it is influenced by globalization. It is necessary to better understand the key drivers of change that impact on the relevance of existing activities and on the space for innovation for business associations.
- Certain factors are changing existing social partnership models and the role of business associations in that context.
- Significant knowledge gaps:
 - Most studies have focused on OECD countries, and there is a need for other parts of the world to be covered.
 - The significance of regionalization.
- There is a need for innovation in the future research agenda.

Synopsis

Business associations face multiple challenges that are closely linked to the changing environment as it is influenced by globalization. It is necessary to better understand the key drivers of change that impact on the relevance of existing activities and on the space for innovation for business associations. Perspectives offered by the participants were consistent with the literature review and analysis of current issues prepared for the meeting. Some of these challenges are part of the continuous process of organizational evolution and some are emerging as a result of the profound economic and political processes of globalization. These challenges include: finding the right mix of services; changing the policy representation landscape; increasingly diverse memberships; changing relations within the business representation community and between that community and civil society; emergence of new policy actors such as single-issue lobby groups representing business interests, think tanks, alliances; global business representation etc. It is necessary to understand the effect of each of these factors in different settings, and to consider the continued role of the business association in those circumstances. The analysis of enterprise needs and key drivers of affiliation in different settings deserves further academic attention.

Certain factors are changing existing social partnership models and the role of business associations in that context. There was a suggestion that the costs of the disintegration of social partnerships in some countries as a result of the economic crisis, and of reshaping them in others under the influence of regional integration, should be examined. It would be important to look at drivers of the emerging shift from employers' to business

associations and from industrial relations to a wider business agenda, and to better understand whether it is a cyclical phenomenon or a fundamental shift.

Significant knowledge gaps

Most studies have focused on OECD countries, and there is a need for other parts of the world to be covered. Overall, while there already exists a considerable body of research on various dimensions of organized business interests, there are significant knowledge gaps, especially in terms of regional focus, representation gaps, policy impact of business associations, advancement of research methodologies etc. The fact that most of the existing research has been focused on EU and OECD countries can be partly attributed to the availability of data, the maturity of the business associations, and comparable economic and political environments. There is a need to do more research on business associations in emerging markets and other regions. Relatively advanced levels of research that once existed in Latin America need to be renewed, and similar work needs to be done in other middle and low-income countries.

The significance of regionalization and its effects. A closer look at the effects of economic and political regionalization could shed more light on several dimensions of business representation. What is the effect of regionalization on business associations? Why are they more successful in some regions and not others? There is a clear need to explore the impact business associations have on policies across a range of political and social environments. This includes, for example, the consequences of their policy positions on employment creation and enterprise sustainability. And it could also include an analysis of opportunities offered by the external environment, including specific institutional factors.

There is a need for innovation in the future research agenda. In terms of methodology, there may be a need to innovate in order to capture situations in data-poor countries so that we can better understand them. It would also be useful to compare similar situations, rather than assume that associations are necessarily comparable within regions. Possible grouping for the purpose of comparison could be the openness of the economy, the level of democratization, the degree of informality or the dominance of specific sectors. Other research contributions could document best practices or in-depth case studies highlighting experiences (similar to Harvard Business Review studies). Analytical approaches such as nested analyses could be usefully applied.

* * * * *

While the need and potential for research on business associations is great, it will be important to focus and prioritize research interests. The research agenda will be drafted and circulated for comments. It will take into account comments and inputs from the participants of the network.

The core messages

Whosoever desires constant success must change his conduct with the times.

~ **Niccolò Machiavelli**

While the near- to medium-term prospects for the global economy look morose, there is still a strong market for the business association that responds to emerging and current enterprise needs, has an effective and representative voice, and shows leadership on the broader and longer-term issues that individual enterprises cannot deal with.

Such an association is one that knows what its membership needs, and how those needs are changing. It also understands how the external environment and technology are changing the way business is done, and how that will affect the interests of all. It will work to ensure that business as a whole has support in public policy forums to become competitive and thrive in the global economy, producing jobs and prosperity for everybody, even when some of its own members perceive their specific interests to be neglected in certain policy objectives.

The association that will thrive in the future will be one that can adjust to address on-going changes in priorities and seize new opportunities. The importance of specific issues will change with time and circumstance.

While these are attributes that associations across the board need to attain, there is no single model that will work everywhere. Each association must adapt to its own environment and find the best fit within the institutional setup, government attitude, potential competitors, structure of business representation, composition of membership and other factors that define its operating space.

Of particular interest to the ILO is an apparent lowering of the priority given to industrial relations and labour affairs at the present time. Business associations that deal only with single issues, such as certain employers' organizations, may need to review their mandates to see whether they can broaden their service offers to other domains. In a number of countries mergers and alliances with other business associations have achieved such an objective and the evidence is showing positive outcomes for the resulting arrangements.

Several participants called for a more comprehensive business voice at the international level, in view of the increasing role that international forums play in domestic policies and in the shaping of the global economy. While it may not be possible to achieve a common business message on every issue, the networking and mediation offered by the association helps to achieve better accommodation between the sometimes-competing interests of different business groups. On the many issues where business has a common interest, a single voice gives coherence and strength across the various global policy platforms.

At both national and international levels, governments are not the only forces determining the policy framework. An increasingly wide range of representative and non-representative organizations have found a resonance in society and have had influence in policy decisions. Business associations need to listen to the other voices out there and seek to understand their concerns and interests in order to address them in a wider dialogue.

The research agenda will henceforth seek to achieve a better understanding of how business representation adapts and evolves in situations where it has different structures and operating environments. It will also assemble a repository of good practice examples that can inspire the leadership of associations to anticipate change and seize the opportunities it offers.

Finally, with the spread of democracy and openness there is a premium on representative associations, at various levels: within countries, regionally and internationally. The value they provide to membership is dependent on their vision, capabilities, coverage, speed and ability to change — much the same attributes as businesses themselves need in order to thrive.

In fact, associations need to see themselves as a special kind of niche business — navigating markets, competitors and constraints, and seeking opportunities in a world of constant change.

PROGRAMME

Venue: Room II (R.3), ILO Headquarters, Geneva, Switzerland

Monday 5 September 2011

08:00 – 09:00 Registration in front of Room II

09:00 – 09:15 Welcome and Introduction

09:15 – 10:30 **Session 1:**

What are the emerging issues and transforming trends that business and their representative organizations need to manage in the coming decade?

This opening 'scene setting' session will aim to set the context for the symposium by detailing how the current environment in which business operates is changing, what is driving these changes; and what are their implications?

1. The Global Economy: Macro trends in the global economy and their likely impact on the environment for business. **Mitali Das**, Senior Economist, Department of Research, International Monetary Fund.
2. How have developments in labour markets over the last few years fundamentally changed the environment for business and what further changes can we expect? **Alessio Brown**, Executive Director, Global Economic Symposium (GES), Kiel Institute for the World Economy
3. Global Job Prospects: from one crisis to the next? **Raymond Torres**, Director, International Institute for Labour Studies, International Labour Organization
4. Contemporary Forces of Globalization: The issues for business will be many, intertwined and fast changing. **Francois Bouvard**, Senior Partner, McKinsey Global Institute

10:30 – 11:00 Break

11:00 – 12:30 **Session 1: (CONT.)**

Lead Discussant: Phil O'Reilly, Chief Executive, Business New Zealand

- Discussion

12:30 – 14:00 Break

Venue: Room VII (R.3), ILO Headquarters, Geneva, Switzerland

14:00 – 15:30

Session 2:

What do companies expect from their representative organizations?

This session will explore how the expectations on employers' organizations by business are evolving. What do companies today expect from their business membership organization and what are the incentives for them to join? Is collective action still sought by business in the same way it was 10 years ago? What are the different opportunities for business membership organizations to sustain and maximize their value to members today?

Lead Discussants:

Maury Peiperl, Professor of Leadership and Strategic Change, IMD

Andrea van Duijse, Senior Advisor Global Employee Relations, Shell International

Prasana Ganesh, Coordinating Executive, Toyota Motor Europe

Lama Al-Sulaiman, Vice Chair, Saudi Council of Commercial and Industrial Chambers (CCIC)

Enrique Rueda, Corporate Labour Relations Manager, Nestlé

15:30 – 16:00

Break

16:00 – 17:30

Session 3:

What are and will be the challenges for business and their representative organizations in trying to shape public policies?

This session will review and contrast different ways in which business has been able to engage in political decision-making. How is the relationship with and ability to influence policy makers changing? Are expectations on either side shifting? How is the discourse with policy makers changing?

Lead Discussants:

Sofjan Wanandi, Chairman, The Employers' Associations of Indonesia (APINDO)

Ben Ross Schneider, Department of Political Science, Massachusetts Institute of Technology (MIT)

Karsten Ronit, Department of Political Science, University of Copenhagen

Tuesday 6 September 2011

09:00 – 10:45

Session 4:

Adapting and innovating: What are the strategies to renew value to membership?

Ensuring organizational effectiveness in a rapidly changing environment requires strategies that not only build on previous successes, but also on experimentation and innovation. Whether it is addressing the needs of a diverse membership, developing new advocacy approaches or dealing with competition, staying relevant and providing value to members continues to be the centrepiece of organizational philosophy. This session will look at how organizations respond to this challenge through adaptation and innovation.

Lead Discussants:

Richard Doner, Professor of Comparative Politics, Emory University

Bernd Brandl, Head of Department, Industrial Sociology, the University of Vienna

Luis Carlos Villegas, President of Colombian Employers Association (ANDI)

Zodwa Mabusa, CEO, Federation of Swaziland Employers and Chamber of Commerce (FSE&CC)

10:45 – 11:00

Break

11:00 – 12:00

Session 5:

KEY MESSAGES

This session will attempt to distil a day and a half of discussion and debate into key messages for representative business and employers' organizations as well as outline a practical research agenda that will create a link between academic research and practical application.

Lead Discussants:

Volker Schneider, University of Konstanz

Brent Wilton, Deputy Secretary-General, International Organisation of Employers (IOE)

Concluding Remarks:

Deborah France-Massin, Acting Director, ILO Bureau for Employers' Activities (ACT/EMP)

LIST OF PARTICIPANTS

NAME

BIO

Baïdy Agne,
*Chairman, National
Council of Employers
of Senegal (CNP)*

Mr. Baïdy Agne has been the Chairman of the National Council of Employers of Senegal (CNP) since 2002. He is also the President of the Union of Enterprises Handling Ports of Senegal (SEMPOS) as well as the Chief Executive Officer for various companies in the handling, building and construction, mining, tourism and transportation industries. Fully bilingual in French and English, Mr. Agne holds Masters degrees in Business Administration and Electrical Engineering.

**Abdul Adheem
Abbas Al-Bahrani,**
*Director General,
Oman Chamber of
Commerce and
Industry (OCCI)*

Abdul Adheem Abbas Al Bahrani has been the Director-General of the Oman Chamber of Commerce and Industry since 2008. A university graduate, Mr. Bahrani holds a degree in Commerce having majored in Business and Administration. He has received extensive training overseas in Personnel Management, Managerial Skills, Strategy Planning and Administration. With an extensive knowledge of various organizational cultures and established contacts, Mr. Bahrani served as a board member on the Public Authority for Social Insurance (PASI) from 1996 till 2006. He is currently a board member of the Oman Chinese Friendship Association under the Honorary Chairman, HE Dr. Omar Abdulmonem al Zawawi.

Lama Al-Sulaiman,
*Vice Chair, Jeddah
Chamber of
Commerce and
Industry (JCCI)*

Lama Al Sulaiman earned her B.Sc. in Biochemistry from King Abdul-Aziz University in Saudi Arabia. She also pursued postgraduate degrees in Nutrition from King's College (University of London) in London, UK, where she first attained her M.Sc. and then her Ph.D.

Ms. Al-Sulaiman is currently a member of the Board of Directors of the Jeddah Chamber of Commerce and Industry, Rolaco Trading and Contracting, the National Institute of Health Services, the National Home Health Care Foundation and the Economic and Social Circle of the Mecca Region. Moreover, she is a member of the Young Arab Leaders, the president of Khadija bint Khouaylid Center for Business Women, and the Managing Partner of Chamelle Health Club and Spa for Ladies.

Fernando Alvear,
*Director General,
Confederación de la
Producción y del
Comercio (CPC)*

Fernando Alvear is the Managing Director of the Confederación de la Producción y del Comercio, the association that represents the Chilean business community. A practicing lawyer, he has served as the Managing Director of the Chilean Chamber of Construction (1976 - 1984), CEO of Chile's Foreign Investment Committee (1985 - 1988), CEO of BiceChileconsult (1989 - 2000), and CEO of Chile's Association of Supermarkets (2000 - 2010). Since 1995, he has also served as the Board President of the wine company Viña Los Vascos S.A. He has also served on the Board of Directors for various other companies.

Olivier Behlé,
*President,
Groupement Inter-
Patronal Cameroon
(GICAM)*

Mr. Olivier Behlé is the chairman of Groupement Inter-Patronal Cameroon (GICAM), the leading employers association of Cameroon. He has a Master in Private Law (University Paris II Assas) and a Diploma of Specialized Higher Studies in Financial Management and Taxation (University Paris IX Dauphine) in 1982. He is the Managing Partner of Cabinet Behlé & Associates and has over 25 years of experience as a lawyer.

François Bouvard,
*Senior Partner,
McKinsey Global
Institute*

François Bouvard is Director of the McKinsey Paris office. He is the Head of Public Sector activity for McKinsey in Europe. Mr. Bouvard has been leading the French Industrial practice from since 2007 and the knowledge activity for the Automotive sector on a global basis from 2004 until 2007. He holds a degree in mechanical engineering from the Institut Catholique d'Arts & Métiers, and an MBA from Harvard Business School. Before joining McKinsey, he worked for five years in the oil field services for the Schlumberger Group, first as a field engineer and then as Regional Manager for Southern Italy operations.

Bernd Brandl,
*Department of
Industrial Sociology,
the University of
Vienna*

Bernd Brandl studied at the University of Graz (1993-2000) and the University of Bologna (1998-1999, Erasmus). Before working as a guest/visiting professor at the Department of Industrial Sociology, Dr. Brandl was a researcher at the University of Graz and the Vienna University of Business and Economics. He was also an Assistant Professor for the Department of Industrial Sociology at the University of Vienna. Dr. Brandl's work deals with methodological, empirical and theoretical research in the fields of industrial and labour relations, labour market institutions and economic, industrial and labour sociology and political economy. His work is characterized by the integration of sociological, economic and political aspects of labour and by the application and development of empirical and statistical techniques (including quantitative and qualitative methods). From a methodological perspective Dr. Brandl's research concentrates on panel data analysis, Bayesian statistics as well as on computational and automated modelling.

Alessio Brown,
*Kiel Institute for the
World Economy*

Alessio J. G. Brown is an economist at the Kiel Institute for the World Economy and Kiel University. Dr. Brown's fields of specialisation are Employment and Unemployment, Labour Market Policy, Reform of the Welfare Society, and more specifically Employment Incentives, Unemployment Accounts and Employment Subsidies. He has written theoretical papers on Unemployment Accounts and Employment Subsidies as well as policy papers on the practical implementation of these reform proposals for the German Government.

Brendan Butler,
*Director of Strategy,
Trade, EU and
International Affairs,
Irish Business and
Employers
Confederation (IBEC)*

Brendan Butler joined the Irish Business and Employers Confederation (IBEC) in 1988 having previously worked in the public sector for 15 years. Mr. Butler has held a number of different roles at IBEC, including the position of Director of the Small Firms Association (SFA), Director of Social Policy and Director of Enterprise. In 2010 he became IBEC's Director of Policy and International Affairs. Prior to joining IBEC, he was involved in the negotiations for the various social partnership programmes that were first introduced in Ireland in 1987.

Mr. Butler holds a B.Comm from University College Dublin and M.Sc. (Economics) from Trinity College Dublin. He is currently a member of the National Economic and Social Council (NESC) and is a Director of InterTrade Ireland.

Mitali Das,
*Senior Economist,
International
Monetary Fund (IMF)*

Mitali Das is a Senior Economist in the Research Department of the International Monetary Fund where she has worked since 2009. Ms. Das has worked on matters relating to the G-20, particularly the G-20 Mutual Assessment Process (MAP). Prior to joining IMF, Ms. Das was an Associate Professor at Columbia University (1998-2006) and the University of California in Davis (2006-2008). Ms. Das holds a PhD in Economics from MIT.

Jean Kacou Diagou,
*President, General
Confederation of
Côte d'Ivoire
(CGECI)*

Jean Kacou Diagou led the African Union, a subsidiary in the Ivory Coast, the UAP group which later became AXA for over twenty years. In terms of professional experience, he was President of the Federation of Insurance Companies African National Law from 1990 to 1996. In this capacity he was actively involved in the development of the Treaty and the Code CIMA (Inter-African Conference on Insurance Markets) where he was one of the founders and editors. Code CIMA is the single insurance regulator of the 14 francophone countries in Sub Saharan Africa. Mr. Diagou was also a member of the Executive Board of the African Insurance Organization (AIO). He is currently the Chairman of société interafricaine d'assurance (NSIA), consisting of a holding company, 19 insurance companies, banks and 2 financial institutions in 12 countries in West and Central Africa. He is also President of the CGECI (General Confederation of Côte d'Ivoire: Ivorian Employers), and Commander of the National Order of Ivory Coast and Equatorial Officer of the Order of Gabon

Richard Doner,
*Department of
Political Science,
Emory University,
Atlanta*

Richard F. Doner holds a B.A. in Political Science from the University of North Carolina, Chapel Hill, an M.A. in Chinese Studies from Stanford University and a Ph.D. from the University of California, Berkeley. His general interests include comparative political economy of economic development, especially in Southeast Asia. His current research involves looking into the political economy of automobile industrialization in East Asia, politics of upgrading in Southeast Asian rubber industries and labour, informality and economic upgrading in Southeast Asia. Currently Professor Doner teaches politics of Southeast Asia, political economy of development, labour and development, cooperation and conflict and qualitative methods at Emory University.

**Nathalie
Ducommun,**
*Radio Télévision
Suisse (Moderator)*

Nathalie Ducommun is a Swiss journalist. She is Producer/Presenter of the radio program *Forum* on the Swiss National French-speaking Radio (Radio Télévision Suisse, La Première). *Forum* is a one hour evening news program where Swiss and international news is analysed, discussed and debated.

She began her career in journalism in newspaper, notably as a correspondent in Bern on Swiss national political issues, and then as deputy Editor-in-Chief for one of the most read daily papers in French-speaking Switzerland. She worked as a researcher for 3 years at the University of Geneva, where she graduated from social and economic sciences 1997.

**Deborah France-
Massin,**
*Acting Director,
Bureau for
Employers' Activities
(ACTEMP)*

Deborah France-Massin is Acting Director of the Bureau for Employers' Activities (ACT/EMP) at the ILO. As Director she is responsible for a global team of professionals who provide the link between the ILO and its employer constituency and seek to ensure employer priorities are reflected in ILO work. The Bureau also works directly with employer constituents on their organisational strategies.

Prior to joining the ILO, Ms. France-Massin was Deputy Secretary-General of the International Organisation of Employers (IOE) in Geneva. Between 1997 and 1999 she worked as a human resources consultant for a number of multinational companies with particular emphasis on global strategies and negotiating European Works Councils agreements. From 1989 to 1997 she was Head, International Social Affairs with the Confederation of British Industry (CBI) where she was a member of the Business Europe Social Affairs Committee and participated in a number of European level social partner negotiations.

Prasana Ganesh,
*Coordinating
Executive, Toyota
Motor Europe*

Prasana Ganesh can be termed as a global citizen. Born in India, he has spent 14 years in Japan, but has also studied and worked in Europe, the United States and Australia. A lawyer by education, he has also worked in management consulting before settling into an HR role with Toyota Motor Corporation in Japan. During his time in HR, he has gained valuable experience in Employee and Industrial Relations, as well as organizational and HR development. He is currently in his 4th year with the Toyota Motor Europe, the Regional Headquarters in Brussels, where he coordinates HR planning, employee relations and learning and development activities for Toyota in Europe.

Emmanuel Julien,
*Deputy Director for
Social Affairs,
Mouvement des
Entreprises de
France (MEDEF)*

Emmanuel Julien is the Deputy Director of Social Affairs, in the French Business Confederation. He is in charge of EU labor law, EU social dialogue, and EU employment policies. He is particularly involved in CSR at the international level and holds several mandates, including vice-chair of BUSINESSEUROPE social affairs committee, member of the Governing Body of the ILO and member of the Board of the International Training Centre of the ILO in Turin, Italy. Mr. Julien is also in charge of issues relating to Human Rights and is a coordinator of social affairs in the B20 (the group of business organizations speaking to the G20).

Dan Kelly,
*Vice President,
Canadian Federation
of Independent
Business (CFIB)*

Dan Kelly currently serves as the Senior Vice-President of Legislative Affairs for the Canadian Federation of Independent Business (CFIB) in Ottawa. In this position, Mr. Kelly oversees CFIB's national and provincial legislative and research functions.

As a senior spokesperson for CFIB, Mr. Kelly presents the Federation's views to politicians, government, the media and other groups. Among many policy files, he currently leads CFIB's efforts on the shortage of labour, studies on immigration policy and training in small business. He recently played a major part in CFIB's successful campaign to establish a Code of Conduct for the credit and debit card industry in Canada.

Zodwa Mabuza,
*CEO, Federation of
Swaziland Employers
and Chambers of
Commerce (FSE &
CC)*

Zodwa Mabuza is an International Trade Economist by profession and is currently working for the Federation of Swaziland Employers and Chamber of Commerce (FSE & CC). Ms. Mabuza has an M.Sc in International Business from the University of Lancaster in the United Kingdom as well as a B.A. in Economics and Statistics from the University of Swaziland. She is the Chief Executive Officer for the FSE & CC, having served the organization for two years as the Director for Trade and Commerce. Ms. Mabuza assumed her current position in March 2006.

Maria Machailo-Ellis,
*Chief Executive
Officer, Botswana
Confederation of
Commerce and
Industry Manpower
(BOCCIM)*

Ms. Maria Machailo-Ellis is the Chief Executive Officer of Botswana Confederation of Commerce and Industry Manpower (BOCCIM). Ms. Machailo-Ellis is a Chartered Certified Accountant (FCCA) from the London School of Accountancy in the UK with a B.A. degree in Economics and Accounts from the University of Botswana. She has experience in the areas of Financial Management, Management Quality Systems (ISO 9000), Subcontracting, Foreign Linkages, Export Marketing and Leadership. With a passion for entrepreneurship and SME development, Ms. Machailo-Ellis has worked with Small and Medium size enterprises for over 15 years training over 500 entrepreneurs in Botswana and Mauritius.

Davor Majetić,
*Director General of
Croatian Employers'
Association (HUP)*

Davor Majetić became the Director-General of the Croatian Employers' Association in 2010. Mr. Majetić has over 7 years experience as a CEO, having worked for both Microsoft and Atento, where he was responsible for all aspects of the company business. He has nearly 10 years experience in sales, having worked as a sales executive and sales and marketing manager, where he was responsible for international markets including Croatia, Bosnia and Herzegovina, Serbia, Macedonia and Albania. His current focus is leading and managing HUP towards the realization of its objectives and responsibilities.

Gagik Makaryan,
*President,
Republican Union of
Employers of
Armenia (RUEA)*

Gagik Makaryan became the President of the Republican Union of Employers of Armenia in July 2011. He is an acclaimed expert in Armenia on small and medium entrepreneurship development and is member of two governmental councils chaired by the Prime Minister of Armenia—the Business Support Council and the Coordination Council on the Public and Private Partnership Strategy and Sustainable Development.

With a PhD in Technical Sciences, Dr. Makaryan has published numerous articles and books on economic development issues (more than 45 articles and publications). He has taken a leading role in the strategic design of national policies on youth employment; micro and small entrepreneurship (SME) development; SME as a strategy for the return, reintegration and migration prevention; capacity building for business productivity and competitiveness in Armenia. Dr. Makaryan has been a Lecturer in Economics and was a founder of the Masters Program on "Entrepreneurship and Management of Small and Medium Enterprises" at French University of Armenia.

Blaise Matthey,
*Directeur général de
la Fédération des
Entreprises
Romandes Genève
(FER)*

Blaise Matthey is the Director General of the Federation of French-Swiss Employers, the largest French speaking employers' organization in Switzerland. He holds a PhD in Law from the University of Geneva and is a qualified attorney. He has completed his studies in Chicago, Berlin and Paris (INSEAD). For many years he has actively worked in the area of collective bargaining, employment policies and social security, and has chaired numerous official bodies and private foundations. Mr. Matthey is also a former Geneva MP. He is currently the Swiss Employer's Delegate to the International Labour Conference.

Lutz Mühl,
*Managing Director,
German Federation
of Chemical
Employers
Associations (BAVC)*

Lutz Mühl is the Managing Director of Social Policies, CSR, Europe and International Social Dialogue at the German Federation of Chemical Employers' Association (BAVC). Mr. Mühl is an economist by education, having completed his studies at the universities of Marburg in Germany and Swansea in Wales/UK. Mr. Mühl started his career at BAVC in 1996 as an adviser in the economics department. He later on became responsible for the European and international affairs department of BAVC and was head of the European office of BAVC in Brussels. Since 2003, Mr. Mühl has been the Secretary-General of the International Chemical Employers Labour Relations Committee (LRC), the global informal network of employers associations in the chemical industry. Between 2004 and 2009 he served as Secretary-General of the European Chemical Employers Group.

Phil O'Reilly, *Chief
Executive, Business
New Zealand*

Phil O'Reilly is the Chief Executive of BusinessNZ, New Zealand's largest business advocacy group, representing thousands of businesses of all sizes. Mr. O'Reilly works with the NZ government and other key decision makers on issues concerning business and the economy. Nationally, he chairs the Government's Capitalising on Research & Development Action Group, the Redundancy and Employment Transition Advisory Group; is Joint Chair of the NZ Workplace Health & Safety Council; and is a board member of the Foundation for Research, Science & Technology and the Royal Society of NZ. He also serves on a number of other Ministerial and advisory groups. Internationally, Phil represents New Zealand employers at the International Labour Organisation, contributes to the governing body of the ILO, and is a delegate to the Business & Industry Advisory Council of the OECD.

Rene E. Ofreneo,
*School of Labour and
Industrial Relations
(SOLAIR), University
of the Philippines*

Dr. Rene E. Ofreneo is Professor XII and Former Dean of the School of Labour and Industrial Relations (SOLAIR), University of the Philippines. He sits on the board of The Journal of Industrial Relations (Sydney) as well as the Asia-Pacific Business Review (London). From 2001-2008 Dr. Ofreneo served as Executive Director of the Fair Trade Alliance, a unique industry/business-labour-CSO multi-sectoral coalition and social partnership initiative in the Philippines. He is also one of the founding trustees of the Philippine Employer-Labour Social Partnership (PELSPI). His knowledge and services have been utilized by the Employers' Confederation of the Philippines (ECOP), trade unions and government agencies. Having focused much of his research energy in the past on labour relations and labour market studies in the Asia-Pacific, today the main focus of his work is largely concentrated on the advocacy of green jobs and a greener Philippine economy. He is a founding Trustee of the Climate Change Congress of the Philippines.

Maury Peiperl,
*Professor of
Leadership and
Strategic Change,
IMD*

Maury Peiperl is a Professor of Leadership and Strategic Change at the International Institute of Management Development (IMD). Professor Peiperl's areas of interest are organizational development, executive careers, change management, HR strategy, and global mobility. Before becoming a professor, he worked for IBM, Merrill Lynch, and LEK Consulting, and as a research fellow at Harvard Business School. From 1992 to 2004, he was a professor at the London Business School (UK). He has also held visiting or affiliate appointments at the University of Maryland (USA), HEC (France), and Templeton College, Oxford (UK). During his tenure at the London Business School he developed and served as the Associate Dean of the EMBA Global Programme in partnership with Columbia Business School in New York. He also created the popular elective courses "Managing Change" and "The Global Business Leader" as well as the top-rated executive program "Leadership for Change".

Karsten Ronit,
*Department of
Political Science,
University of
Copenhagen*

Karsten Ronit is an Associate Professor in the Department of Political Science, University of Copenhagen, Denmark where he teaches in public policy, politics & business and international organizations. His field of specialization is the relationship between non-governmental organizations and political-administrative institutions at different territorial levels. In this context, he has paid special attention to "business-government relations", for which he received the Jorck-Prize in 2002.

Mr. Ronit's research includes looking at interest groups and lobbying, paying particular attention to the differences between national interest groups and European interest groups and their ability to carry out different social tasks partly through their own initiatives and partly through assistance from authorities. Through this focus, Mr. Ronit has been able to determine how, as a consequence of this two hold approach, alternative management forms are applied within different policy areas.

Enrique Rueda,
*Corporate Labour
Relations Manager,
Nestlé*

Enrique Rueda Noriega is currently the Corporate Head of Business Principles, Compliance and Employee Relations for Nestlé S.A., having joined Nestlé Colombia in March 2004. A legal professional by training, Mr. Rueda found his passion in managing Nestlé Colombia's Human Resources. Between 2005 and 2007 he served as Head of HR for Nestlé Colombia, followed by an appointment to lead the HR function for the entire Bolivarian Region comprising of Colombia, Venezuela and Ecuador (2007-2009). Building on his expertise in employee relations, with a specialty in negotiation, conflict resolution and multi-stakeholder dialogue, in July 2009 Mr. Rueda assumed his new responsibility at Headquarters of Nestlé in Vevey.

**Luis Alberto
Salvador,**
*Vicepresidente
Ejecutivo de la
Camara de Industrias
de Guayaquil (CIG)*

Luis Alberto Salvador has been the Executive Vice-President of the Chamber of Industries of Guayaquil since August 2007 and been the Secretary-General of the Latin American Industrial Association (AILA) since 2008. Mr. Salvador has a Bachelor's Degree in Business Administration and a graduate degree in Management. He has held management positions in various areas of industrial and commercial companies and has been a former general manager of various retail companies in Ecuador and Perú.

**Ben Ross
Schneider,**
*Department of
Political Science,
Massachusetts
Institute of
Technology (MIT)*

Ben Ross Schneider is a Ford International Professor of Political Science at the Massachusetts Institute of Technology (MIT). Prior to joining the department in 2008, Professor Schneider taught at Princeton University and Northwestern University (where he also served as Chair from 2003-2005). His teaching and research interests fall within the general fields of Comparative Politics, Political Economy, and Latin American politics. Professor Schneider's current research involves examining the distinct institutional foundations of capitalist development in Latin America with particular attention to diversified business groups, foreign investment, human capital, labour markets, and commodity-led growth.

Volker Schneider,
*Department of
Political Science,
University of
Konstanz, Germany*

Volker Schneider is a professor of political science at the University of Konstanz (Germany) and holds a chair on "empirical theory of the state". He obtained a PhD from the European University Institute in Florence (Italy) and was a research fellow at the Max-Planck-Institute for the Study of Societies in Cologne, Germany. He has published widely on the modern state, public policy, and role of organized interests in politics and society.

Fernando Sibilla,
*Executive Director of
the Unión Industrial
de Cordoba (UIC)*

Fernando Sibilla has been the Executive Director of the Industrial Union of Cordoba (UIC) since 2005. He holds a Licentiate in Institutional Relations from the Universidad Empresarial Siglo 21 (Entrepreneurial University Siglo 21) as well as a Masters degree in Planning and Development of Public and Private Sector Strategies from the National University of Cordoba, Argentina. Currently, he is in charge of managing enterprise-related issues and developing projects to improve the competitiveness of industries in Cordoba.

Van Sou-leng,
*President,
Cambodian
Federation of
Employers &
Business
Associations
(CAMFEBA)*

Van Sou leng is President of the Cambodian Federation of Employers and Business Association (CAMFEBA), which represents various business sectors, including: garment, shoes, hotel, construction, property developers, other business associations and companies. Mr. Sou-leng is also Chairman of the Garment Manufacturers Association in Cambodia (GMAC). As a businessman, his interests span from insurance, garment and retail to restaurants and country clubs. He is the Vice-Chairman of Asia Insurance Cambodia Co. Ltd, Chairman of PPS garment factory, President of the Cambodian Country Club (CCC), and President of Golden Sorya Mall Co. He is also the owner of Van's restaurant, renowned for its French cuisine, in Phnom Penh.

Raymond Torres,
*Director, International
Institute for Labour
Studies, International
Labour Organization
(ILO)*

Raymond Torres was appointed Director of the International Institute for Labour Studies at the ILO in 2007. Before joining the ILO, Mr. Torres worked at the Organisation for Economic Co-operation and Development (OECD), first as an Economist in the Economics Department, subsequently as Senior Economist and then as Head of the OECD Employment Analysis and Policy Division. He has authored several studies on labour markets, international trade, economic growth and core workers' rights, including the 1996 OECD report Trade, employment and labour standards. Between 1997 and 1999, Mr Torres worked at the ILO as Chief of the Task Force on the Social Dimensions of Globalization, which led to the publication of seven country studies and a synthesis report.

Mr. Torres graduated in mathematical economics and econometrics in 1984, from University of Paris I. He also holds a degree, obtained in 1982, from the "Institut d'Etudes Politiques" of Toulouse, France. He was a lecturer in economics at the University of Paris- Dauphine.

Andrea van Duijse,
*Senior Advisor
Global Employee
Relations, Shell
International*

Andrea van Duijse is VP of HR Employee Engagement, ER/IR & Compliance at Shell International. Ms. van Duijse's department manages Shell International's People Standards, which are at the centre of excellence for Employee Engagement, Labour Relations and Human Rights. Ms. van Duijse is also Shell International's HR Risk Management and Compliance Officer.

Her previous experience at Shell International was in Leadership Development and Recruitment. Ms. van Duijse was also the Country HR Manager for Shell International operations in Belgium & Luxembourg. Prior to joining Shell, Ms. van Duijse ran a restaurant in West-Africa.

**Luis Carlos
Villegas, President
of Colombian
Employers'
Association (ANDI)**

Luis Carlos Villegas has served as the President of the National Association of Businessmen of Colombia (ANDI) since 1996. He is also President of the National Business Council (Consejo Gremial Nacional) and a Member of the Board of the International Organisation of Employers. He has also served as Secretary-General of the National Federation of Coffee Growers; President of Corporación Financiera de Occidente; economic advisor to the Colombian Embassy in France; Secretary-General, Vice-Minister and Minister in Charge of Colombia's Ministry of Foreign Relations; and Governor and Senator of the Department of Risaralda. Mr. Villegas has also been a Member of the Boards of Directors for various companies and financial institutions. He was also the Board President of the Fund for the Reconstruction and Social Development of the Coffee-Producing Axis, created to address the needs of areas devastated by the earthquake of 1999.

Mr. Villegas has been awarded the Cruz de Boyacá by the government of Colombia; Brazil's Order of Río Branco, Spain's Order of Isabel the Catholic and has received various other honours and accolades from Italy, Ecuador, Peru and Argentina. Mr. Villegas is a lawyer and social economist having earned his degree from the Universidad Javeriana de Bogotá. He is currently in the process of finalising his Masters in Public Administration from the University of Paris.

Sofjan Wanandi,
*Chairman, The
Employers'
Associations of
Indonesia (APINDO)*

Mr. Sofjan Wanandi serves as the Chairman and Chief Executive Officer of Gemala Group, Indonesia. Mr. Wanandi has been the President Commissioner of PT Sat Nusapersada Tbk since 2007. He serves as the Chairman of The Employers' Associations of Indonesia (APINDO). He served as the President Director of Pakarti Yoga Group. Mr. Wanandi serves as a member of Board of Advisors in Capital Group and Board of Advisors in Carlyle Group and is also a Member of the Asia Pacific Advisory Board of Deutsche Bank AG. Mr. Wanandi holds a Bachelor of Economy from University of Indonesia and the University of Padjadjaran.

Brent Wilton,
*Deputy Secretary-
General, International
Organizations of
Employers (IOE)*

Brent Wilton was appointed Deputy Secretary General of the International Organization of Employers (IOE) in 2003. Mr. Wilton joined the IOE in October 1999 following a career as a Manager of Consultancy and Legal Services of one of the largest employers' organisations in New Zealand. A lawyer by training, Mr. Wilton has spent the majority of his career providing practical advice to employers on all aspects of industrial relations and HRM. This has seen him work with some of Australia and New Zealand's largest companies. Mr. Wilton's work has also included focussing on the activities of small and medium-sized enterprises.

Mr Wilton has also lectured at a number of New Zealand Universities on Industrial Relations and Human Resource Development. Among his present responsibilities, he is heavily involved in developing the IOE's engagement in CSR and wider human rights issues. He is also responsible for maintaining IOE's relationship with global unions and for providing advice to members and their companies on the International Framework Agreement (IFAs).