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# CONNEXION

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Terrace of the Hotel Parc Belair

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(L-R): Gary Cywie (Allen & Overy),  
Frank Vanhoonacker (AIG), François Barret  
(EY Luxembourg), Héroïse Bock (Arendt &  
Medernach), Christophe Buschmann (CNPD),  
Paul Schonenberg (AMCHAM Luxembourg)



Find out about  
our upcoming events



Atle Hedløy

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# CHAIRMAN'S REMARKS



Paul-Michael SCHONENBERG

## Dear AMCHAM Members and Friends,

Welcome to the Fall issue of Connexion! We hope you have enjoyed your Summer Holidays and are returning to work with renewed energy and enthusiasm.

As you will see, this edition of Connexion is filled with an eclectic mix of articles that highlights Luxembourg at its best: Hospitality and unique services and products, Nation Branding, Creating Micro companies, Social media, Integration and personal growth/motivation. We hope this something-for-everyone approach makes for good reading!

We encourage you to read the full OECD text report on Luxembourg from which we have published here the executive summary with the full text available on the AMCHAM website. This report confirms Luxembourg's strong economy while pointing out that further efforts are needed to promote entrepreneurship, life long learning (with reskilling of the under qualified) and to

improve the efforts to integrate the foreign population. These are all issues which AMCHAM has supported in the past and will continue to support in the future... we have a great country to live and work in, but we need to do a bit of work to ensure our future success and prosperity.

If you are an AMCHAM member, I/we sincerely thank you for your support. If you are not yet a member, we encourage you to contact us at (+352) 431756 to arrange for us to meet you and convince you to join our family. We are the largest and most active private Chamber of Commerce in Luxembourg. With 19 committees, almost 40 events per year, this magazine and our popular "Doing Business in Luxembourg" book, we deliver on the things that international people and companies in Luxembourg want:

- Networking,
- Information on how things work,
- Problem solving (when we want to change how things work!),
- And lobbying with the government.

Our membership of over 400 companies is composed of 30% American Companies, 20% Luxembourg companies and 50% companies from around the world. We are a welcoming, enthusiastic, high energy English speaking international melting pot where all are treated equally and well. Join us!

And please notice that in addition to our Chartered, Corporate and Small business memberships, we also offer individual memberships for Students and Academics, Micro startups and Seniors! See the [www.amcham.lu](http://www.amcham.lu) website for details.

With respect and my very best wishes,

Paul-Michael Schonenberg  
Chairman and CEO

## NEW MEMBERS ENTREPRENEURIAL MICRO-COMPANY

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As a family owned hotel group, our aim is to provide a superior service, enhance wellbeing and meet the demands and expectations of all our guests and visitors. A warm welcoming hospitality, local market knowledge and a high quality service are the values you will meet in all of our properties and for which we are proud.

Goeres Hotels offers four hotel categories: economic for the Hotel Belle-Vue, business for the Hotel Parc Plaza, executive for the Hotel Parc Belair and exclusive for the Hotel Beaux-Arts.

## NEW MEMBERS CORPORATE

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vyzVoice provides solutions for middle-market companies that remove barriers to Digital Transformation.

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vyzVoice was named winner of the StartUp Luxembourg and StartUp Europe Awards in the ICT category in 2017.

# THE GOERES GROUP OF HOTELS

A Luxembourgish Owned Family Enterprise



Hotel Parc Belair  
Tea Time

**Gregory Tugendhat, General Manager at Goeres Group, in conversation with Paul Schonenberg, Chairman and CEO AM-CHAM Luxembourg**

*First off, Gregory I want to congratulate you on your new position at the Goeres Group.*

Thank you

*I think it's particularly interesting that the Goeres Group is a small purely Luxembourgish elite hotel group, and I wonder if you can tell us a little bit about that and the brand that you are trying to develop here.*

Absolutely. As you know, I was previously with a considerably larger group and I was rather drawn to the idea of living in Luxembourg on a more permanent basis, and for that I had to embrace all things Luxembourgish, the language is currently escaping me, but I'll get there. In the meantime, I came across the Goeres Group of Hotels: it was originally a



group comprising of restaurants and hotels, the restaurants seem to have fallen by the wayside, and it's now predominantly hotels. I was proposed a fantastic opportunity to run the group and jumped on the opportunity mostly because it espouses my vision of what a family business should be, notably it doesn't necessarily have someone with a family name sitting behind the counter, but it reflects an ideal of family life through its staff, through the way it treats his clients, through the way it has an interaction with



the guests. So the idea of joining a genuine family-run operation was very appealing coming from a very large corporate world. And the Goeres Group is generally perceived to be one of the larger family multiple-unit operations in Luxembourg be it in any industry; you know they've got eight different outlets from restaurants to hotels which makes it rather an interesting group to work for.



*tainly think that that's good for the image and good for your brand to be associated with that. But I also know because of your personal background having lived around the world and having worked in a variety of places, I assume that you'd also be interested in building a mix that includes the best of the kinds of services that you've seen in other places around the world. I wonder if you'd be willing to share some of the things that you're starting to do or thinking about doing in terms of maintaining a Luxembourgish image but raising it to a higher standard by adopting global best practices that are in other elite hospitality locations around the world.*

Yes, very much so. They are not ultimately focused only on Luxembourgish ideas: I wanted to start with saying "You can take the man out of England but you cannot take the English out of the man". And I have brought a little touch of London to Luxembourg with the High Tea.

*Fortnum & Mason I assume.*

It is, it genuinely is. You've got a selection of the finest scones, lemon drizzle, shortbread, Eton Mess in short everything you would expect to have for a proper High Tea. And I've been to all manner of High teas from the Bangkok Oriental to the Blue Mountains, to obviously Fortnum & Masons and frankly this rivals the best of them. So that's rather fun. In terms of emulating some of the best practices, well, I was always taken with the beef trolley at Simpson's-in-the-Strand. And we've got a beef trolley here and it's a jolly heavy silver thing that takes a very large cut of beef and it's soon going to be whizzing its

*And how does the fact that it's a Luxembourgish owned family enterprise in Luxembourg, how does the Luxembourgishness of it reflect in the product and the philosophy?*

Well, frankly, not enough, which is partly why I feel down to have it as a mission. As an outsider, I find it's easier for me to see the benefits and features and the opportunities that this group presents to the outside world and it manifests itself mostly in one of the key words in hospitality which is location. It manifests itself through its location of hotels dotted around the medieval city center. So with four properties it has rather a complete overview of the market. With regards to the staff, we don't have enough Luxembourgish hospitality staff and I would very much like to

increase that number: but in terms of ethos and style we try to put forward Luxembourgish products, Luxembourgish suppliers. We try and work with suppliers that have a story, for example our eggs supplied by Eis Eppicerie Zolver which is an organization that supports physically disadvantaged individuals and helps to provide both funding, resources and an occupation for individuals that have troubles, be they handicapped mentally or physically. And focusing on Luxembourgish wines, Luxembourgish salamis, you name it, I mean if we can go for it, we do, to the point that we've even put bees to the roofs of one of our hotels and we are going to have the Luxembourg City's honey. Sadly not this year, this year was too erratic for the weather so watch the space for next year when the breakfast buffet will have a full honeycomb of Luxembourg city honey, which should be very cool. Ultimately being able to present the group as a Luxembourgish brand with staff that welcome you with the words "Moi" and bid you farewell with the words "Äddi" it just takes that little step further to solidifying an international view of Luxembourgish hospitality.

*I think it's really nice that you can have that as a base and make sure that you connect with the country, with other high quality suppliers within the country and I cer-*



View on the Petrusse Valley  
from the hotels Parc Plaza and Belle-Vue

way around on the floor of the restaurant on Sundays. In terms of other food and beverage approaches, we've adopted a brunch at Le Bec Fin that has, I believe, over a hundred and twenty items, individual items. Most importantly, it also has free flowing champagne that is rather fun and not just any champagne, Drappier is the house champagne of the Elysée Palace and we seem to do very well by it. And we've got a childrens' club. That's the key thing of it in fact. It's the idea that you can go to a brunch, have three hours of entertainment with everything from oysters, champagne, fois gras, you name it, all the cuts of meat at your heart's content and your children are occupied with activities that don't include a television. So from balloon animals, to face painting, to all matter of other coloring activities and more importantly, the children interact with each other from multiple backgrounds and it's a rather fun ambiance with a professional staff to be on hand to look after them. So you're quite separated which is one way to spend an afternoon and I certainly enjoy it.

*We haven't talked about the full range of the number of hotels, the number of rooms, the kinds of offerings that the Goeres Group offers. Can you share with the rest of our audience what all you have on offer that they can take advantage of?*

I'm glad you asked. We have recently been undergoing a rebranding of the group. Notably to put it front and central in people's minds but also to reflect the direction that it's going to be taking. We have started an extensive renovation of our rooms, the Plaza is very nearly complete, the Beaux Arts is complete and we're going to be finishing the Belair and the Belle-Vue before the first quarter of next year. The idea is to refresh all of the rooms, give them a new lease of life like a paint and change the carpets but also upgrade the beds, the bedding, ultimately everything once you've walked inside a room will have a fresher feel and a newer touch. In terms of the branding, we've opted for a new logo that better reflects the future of our group, the diversity of the employees within and the

nature of the family, so it's got a lot of symbolism to us: for an outsider it's just a G but to us it's a little bit more. And we've gone through this rebranding which will also involve a new website, new photographs which you are the first to receive (accompanying this article). We are hoping to launch officially on the 1st of October. So this is a bit of a scoop for AM-CHAM. In terms of the direction of the group, the idea is to focus more on expanding the hospitality side of the business as opposed to the restaurants, so we're going to be looking at a number of different projects throughout 2017 and 2018 and getting our ducks into line to make sure that when there is an opportunity for growth, we're absolutely ready for it. We've been around since 1993, we've developed a solid reputation of consistency and quality service and now it's the time perhaps to start looking further afield and embracing some of the opportunities that present themselves to a Luxembourgish based hospitality company.

*I have to give you a compliment. Because we have known you more that we have known the Goeres Group, we have taken advantage of that in the sense of using your facilities to put on a number of our lunch-time events over the past several months. And I have to say, we have received very positive feedback from the members who have come to the events about the quality of the food service, the quantity, quality, variety of the food offerings that our guests had and also something which I think you'll be pleased to hear, the kindness and the*

*can accommodate and for how many people for going ahead and doing those kinds of non-sleeping kinds of activities.*

Absolutely. First of all, thank you for the rather flattering compliment. We strive to create that impression so the fact it's perceived and well noted it's obviously a great blessing. In terms of some of the venues that we have (we probably have 872m<sup>2</sup> of meeting space) and when I say meeting space it's actually functional space rather than meetings in particular because they can be used for just

*Nation Branding in a newly branded hotel!*

Right! Indeed, indeed, isn't it? But to carry on answering your question. Where we actually really strike a unique note is the building next door to the Hotel Belair which is also part of our hotel, where we've got a typical Luxembourgish townhouse where we've taken the entire ground floor and turned into meeting space. The setting has its own private garden where you can have a full town day meeting with your own private BBQ in the evening or cocktail on the terrace. Either way, it's a rather unique offering for a hotel of any standing but in Luxembourg where the townhouses are rather idiosyncratic with their sort of 20 & '30s design, this is rather fun to be able to propose to our guests. So from a corporate perspective we've got versatile venues that are either in the park with the Parc de Merl or opposite the park, when you take the Belle-Vue Plaza option which is located on the Avenue Marie-Therese. Either way, parks are a big thing at Goeres, we've got our parks down to a "T" and location is all about that. We've fairly recently launched 'Picnic in the Park'. And so for meetings, it's quite possible to have your meeting in our hotel and then take a picnic hamper and go and sit in the park and relax at your leisure obviously weather allowing, but on a day like today sitting here on the terrace looks ok, it could be quite a suitable venue. In terms of trying to offer something that's different to our corporate visitors whether it be for meeting or otherwise, the focus has been put entirely on the food and beverage offering and that's why we went about recruiting 27 people since the 1st of February, specifically in kitchen and service to be able to provide a comparable pastry department as you would find in any of the finest establishments. We've got three full time and an additional assistant just for the pastries that we bring out: from our homemade croissants to our freshly made macaroons. There's absolutely nothing that's not homemade in our offering and the compliments and feedback that you've received from your lunch consisted of an entirely homemade pre-prepared product all from our kitchens and this is the direction in which we wish to go. I believe having had



Hotel Beaux-Arts

*professionalism of your staff. So as a corporate user, not as a room user, but as a user of the catering service, it's a pleasure to give you a compliment for the way in which you've gone ahead and done that. And there is quite a bit of demand in Luxembourg on the corporate side for places, for venues, where you can do different events, whether it be lunch time meetings or after-work cocktail party presentations and things like that. We were talking the other day and you were telling me a little bit about how you can open some of the walls and make bigger spaces, can you explain a little more about what kind of events you*

about anything. If I focus on the Parc Belair which is where the majority of the AMCHAM meetings are taking place, it's a fairly unique venue because all of the meeting rooms give onto the park of Merl. Well, you would be hard-pressed in any capital city to find a hotel that gives directly onto the park, let alone with meeting and function space. So when we put on banquets, when we put on daytime events, it really is a fairly unique environment as you will be able to see on the 25th of October where we'll be delighted to be hosting Sasha Baillie and her important talk on Nation Branding and the interaction that will follow.

the experience of working in Luxembourg for three years now in hospitality that we're the <sup>only</sup> hotel that can say that. No other hotel has their own all butter homemade croissants, they are all bought frozen, not ours and that's more of where we're going and hopefully you'll be hearing more about the feedback of the next few months and years.

*And in addition to rooms, I think you also have some catered apartments and some apartment suites as well that you can offer to people.*

We have consistently the largest apartments in the city. We've got very versatile offerings, each with terraces, so for example in the Belle-Vue complex we've got apartments of 120m<sup>2</sup> with 2 or 3 bedrooms, but each with their own terrace overlooking the Petrusse valley, you know that's a pretty premium spot. In terms of the Park Belair we have a fantastic apartment overlooking the city and the park on the top floor with its own top floor terrace. Being able to offer a space suitable for families that are arriving in Luxembourg is of key importance but where we pride ourselves is that it's always a daunting thing to move countries with children with family, it's always a worry for the spouse, for the children. To be able to set them up in such a comfortable surroundings in a fully-catered environment next to the parks, next to the hustle and bustle of the city life and really immerse them from day 1. We find this a very suitable and well-appreciated element. Our apartments are in high demand, notably for arriving families and we hope to keep it that way as we encourage more and more people to come and share in the joys of Luxembourg.

*And if someone comes to do that as a family unit and coming on in, I understand as well that you also can accommodate the little family pet as part of the mix as well?*

All elements of a family are welcome whatever their size, their age, we provide all manner of space and opportunity for wellbeing. So the whole family is welcome, however many legs they have.



*Terrace of the  
Hotel Parc Belair*

*I can't leave an interview like this without also bringing up that we are pleased that the Goeres group has chosen to join and become an AMCHAM member. And in fairness we need to ask: you've got your hotels, you've got your business, you're established, you pretty much can do things on your own, why would you be interested in an organization like us, what do you see that we offer that is useful to you and are we living up to your expectations?*

I see AMCHAM as the bridge to an international community of professional individuals who have had experiences elsewhere and are looking for a little slice of home. And I rather hope that I could turn the tables on that question and say I hope that we're meeting the expectations of your members given that one of the goals of launching an offering such as "roast beef Sunday lunch" is primarily to remind people of something that's rather fun from home. One of the ideas of launching a High Tea in the afternoon, on a Friday and Saturday afternoon, is most notably to be able to offer a slice of home. So ultimately, what I look for in membership from the AMCHAM is a meeting of the minds of people of people with similar values, similar expectations

of business on an international basis and a portal to, well, accessibility to an otherwise easily accessible government. This is made so much simpler and made so much friendlier through the portal of AMCHAM: introductions, connections and the general business links are simplified and I see that as an intrinsic part of the value proposition of AMCHAM and I've been very happy with the interaction I've had thus far. I'm slightly biased cause I'm part of the marketing committee and I'd rather enjoy that as well. But in any case, it's a very dynamic organization with working groups for 25 year olds up to Fintech professionals with marketing and more on the way. I view AMCHAM as an all-encompassing organization which I can only see growing and gaining more relevancy and importance as it does and naturally that's under your fine stewardship. May it long continue so... all thumbs up to AMCHAM and I wouldn't, I couldn't imagine not being part of it.



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# YOUTUBE - THE REVOLUTION CONTINUES

For its 4th lunchtime workshop dedicated to YouTube, the AMCHAM Marketing Committee invited Cédric Delahaye (Marketing & Communication Manager at Elvinger Hoss Prussen) and Troy Bankhead (Director of Techcye Europe) to share their experience with the platform.

Cédric Delahaye's presentation featured the technological evolution which has happened over last 20 years in the various means of communication, and in parallel the development of different video formats. The trend is very clear: society is moving towards the miniaturisation of photographic and recording equipment, a democratisation of storage media and a constant increase in video quality. He

also told us about the latest developments in virtual reality and the openings and possibilities that 360° immersion is bringing to so many different areas.

Cedric compared the position of YouTube, the second most visited website in the world after Google, with that of its main competitors and explained the importance of its selection as the distribution platform for targeting clients and for covering geographic locations (e.g.: Rutube is better adapted for the Russian market than YouTube). He also illustrated, using actual examples of the main advantages of the platform and explained its evolution since its launch in 2005. For him, future interaction on the internet will be through video (more fun than textual content) - a phenomenon

that Google cleverly anticipated by acquiring YouTube in 2006, thus eliminating its future competitor.

Cédric then demonstrated that video content can be produced and promoted for all budgets, without the need to invest thou-

the issues associated with image rights and involved the audience in exchanging ideas to facilitate obtaining this type of authorization, whether it is prior information for those taking part in an event or the more formal acceptance of a specific clause in an up-or-out contact. The key for him is clear prior

communication in order to obtain the agreement of the various players or participants.

The two specialists concluded by recalling that regardless of the generation, the ease and accessibility of video content transforms the research methods for companies and individuals. They believe that the future undoubtedly lies in video, whether for education, recruitment, training or simply for pleasure.



(L-R): Troy Bankhead (Techcye Europe), Clara Moraru (Languages.lu), Nicoleta Puscasu (Banice Architects), Cédric Delahaye (Elvinger Hoss Prussen)

© Artur Kurkowiak

sands of euros. The important thing, in his eyes, being the message to be delivered and the ability of the director to hold the viewer's attention (the art of storytelling). He shared a series of tips that he'd had the opportunity to put into practice during his career to date, whether for creating a storyboard, lighting a stage or briefing a film crew. He underlined the importance of the technical aspects of producing a professional video (its introduction and ending, adapting the image ratio, sound equalising, etc.).

Troy Bankhead spoke of best practices to be implemented when using content protected by copyright and how to optimise the referencing in order to maximise the distribution of video content. He also addressed

At the end of the event, the audience had the opportunity to exchange and discuss ideas interactively with the speakers and other members of the Marketing Committee. AMCHAM thanks Hotel Parc Belair for their warm welcome and for their home-made food.

THANK YOU TO OUR SPONSOR:



# PHOTOGRAPHY AND VIDEOGRAPHY TIPS & TECHNIQUES SHARED

at AMCHAM Marketing Workshop



(L-R): Artur Kurkowiak (Photographer and videographer), Paul Schonenberg (AMCHAM Luxembourg), Robin Jensen (Photographer), Geoff Thompson (AMCHAM Marketing Committee)

On 1 June 2017, Geoff Thompson of the AMCHAM Marketing Committee moderated a photography and videography lunchtime workshop, the latest in the series that started 18 months ago; he recalled the origins of the AMCHAM's Marketing Committee lunchtime workshops and linked cameras, both still and video, to Microsoft Word, in the context of being tools of which most of us use just 10% of the features and functionalities.

Robin Jensen, photographer, talked about photography where many topics are similar to videography. He explained that the term "photography" comes from the Greek "painting with light".

He explained how to overcome a number of standard issues: blurred pictures are normally associated with shutter speed, also with stabilizing your camera (tripod, etc.); and bad lighting can also be a common issue. "Red Eye" is associated with the flash being situated close to the lens;

the further the distance, the lower the probability of "red eye".

He explained that composition is all about creating visual impact. He recounted that over the centuries, painters have come up with techniques to counteract the problem of having uninteresting paintings, and these apply too to photography. Robin also suggested to place the main subject off-center amongst other tips and techniques he shared with the attendees.

He also addressed the issue of camera settings: he stressed that one does not need to use most of the settings.

Next up was videographer Artur Kurkowiak who had two volunteers from the participants for a practical video session, with one being a cameraman and the other being an interviewer. He showed how it is well worth spending some time to get the right focus, the balance, the correct lighting, etc. He went over a number of

steps to take in order to take professional videos with non-expensive equipment.

Artur said that you can use modern smartphones for such video recordings too, and suggested that one uses a tripod or other stand to ensure the picture does not wobble. He also explained why always to include a roll of gaffer tape with one's technical equipment which can be used for a number of applications.

*The Luxembourg Chronicle*

THANK YOU TO OUR SPONSOR:



# "NATION BRANDING"

## Pre-Conference Survey

Dear AMCHAM Members and Friends,

Join us on 25 October 2017 for the AMCHAM Marketing Committee's "Nation Branding" event with guest speaker Mrs. Sasha Baillie (Ministry of the Economy, Deputy Chief of Staff to the Deputy

Prime Minister). In preparation of this event, we invite you to take the survey below available at <https://www.surveymonkey.com/r/D3WRXFJ>

The survey has 11 questions and it takes 5 to 7 minutes to complete. The results

will be discussed at the event. We thank you for your contribution! Please feel free to forward this survey to your colleagues and friends. Should you have any questions, please contact the AMCHAM office at +352 43 17 56 or via [durus@amcham.lu](mailto:durus@amcham.lu).

**1. Do you feel adequately informed about the government's strategy and action plan for the Nation Branding's project?**

- ☐ Very well      ☐ Well  
☐ Somewhat      ☐ Slightly  
☐ Not at all

**2. Do you know what the brand is?**

- ☐ Very well      ☐ Well  
☐ Somewhat      ☐ Slightly  
☐ Not at all

**3. Do you agree with the brand?**

- ☐ Definitely      ☐ Yes  
☐ Somewhat      ☐ Slightly  
☐ Not at all  
☐ Other (please specify)

**4. Have you or anyone you know been involved in the creation of the brand?**

- ☐ Yes      ☐ No

**5. How would you like to stay informed about the evolution of the Nation's Branding project?**

- ☐ Website      ☐ Newsletter  
☐ Social media  
☐ Other (please specify)

**6. What in your opinion might be the best ways to promote Luxembourg internationally?**

- ☐ Direct advertising      ☐ Events  
☐ Film      ☐ Road shows  
☐ Social media  
☐ Other (please specify)

**7. What are the sectors of development that should be given priority in promotion and development?**

- ☐ Agriculture  
☐ Audiovisual production  
☐ Automotive  
☐ Biotechnology  
☐ Creative industries  
☐ Eco-technologies  
☐ Finance  
☐ Fintech  
☐ Information and Communication Technologies (ICT)  
☐ Logistics  
☐ Manufacturing  
☐ Maritime  
☐ Research and innovation  
☐ Skilled crafts  
☐ Space  
☐ Start-ups  
☐ Tourism  
☐ Other (please specify)

**8. What do you think about the international promotion carried out by the different agencies (LfF, Luxinnovation...)?**

- ☐ Very good      ☐ Good  
☐ Acceptable      ☐ Poor  
☐ No idea  
☐ Other (please specify)

**9. Do you feel that the private sector has a role to play in the promotion of Luxembourg as a brand?**

- ☐ Definitely      ☐ Yes  
☐ Somewhat      ☐ Not at all  
☐ Other (please specify)

**10. Do you believe that you have the necessary resources to promote Luxembourg through your company?**

- ☐ Definitely  
☐ Yes  
☐ Somewhat  
☐ Not at all  
☐ Other (please specify)

**11. What is your general opinion about the Nation Branding campaign?**

Please go to <https://www.surveymonkey.com/r/D3WRXFJ> for filling out the survey.

Thank you for your time. We're looking forward to meeting you at our Nation Branding event on 25 October starting at 19.00 (registration 18.30-19.00) at Hotel Parc Belair.

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# MOTIVATION

and what it means to have a Can-Do Attitude



Frazer Alexander

**Leaders can often be faced with unmotivated, negative and therefore unhelpful staff when it comes to delegating and coordinating tasks and objectives. Within a healthy organisation, a leader requires his team to overcome lethargic attitudes and have a Can-Do attitude and to think outside the box. How can the leader overcome this issue with his unmotivated staff?**

Sound leadership starts with good goal-setting and defining objectives clearly. On giving an intent, the leader will motivate and guide his team, to seek his and his team's overall goal. The leader's directions should therefore be specific and should comply with his organisation's vision and strategy. He must also be prepared to lead from the front and "dig-in" with his team. The team-player will accept the task at hand, demonstrating a preparedness to follow the

leader. By doing so, he is proving a Can-Do attitude, and a willingness and confidence to play his part in the big picture. During the goal setting, this two-way relationship between a leader and his team members must also be accompanied by compromise and negotiation, but must never jeopardise the intent and what needs to be achieved.

As a former officer with a ten-year experience in the British Army, I was often confronted with challenges and given tasks and missions that seemed impossible, all which were accompanied by a deadline and further constraints. So how did I succeed? The British Army use a planning tool called "The Combat Estimate", which can be adapted at every hierarchical level. Combined with the orders process (a structured methodology to communicate the commanders plan and intent) a large-scale plan can be relayed down to smaller subunits. So, when given a task, I could employ the combat estimate, which helped me to understand the situation, gave me some courses of action and guided me through scheduling and resourcing of my part in the plan. In addition, this gave me confidence in my planning ability and thus develop my Can-Do attitude. I knew that my commanders had also used this planning tool, so I could be confident that what they would be asking of me, was achievable.

Having instructed "Leadership, Management and Command" (including the combat estimate and the orders process) at the British Army's officer training establishment, the Royal Military Academy Sandhurst, I trained and developed future army officers, equipping them with a Can-Do attitude. This means that these young men and women are ready to accept a challenge. They are Yes-People! When given an order, they will carry out this order. During their time at Sandhurst, the cadets learn to "think outside of the box". This means looking at all options when confronted with a situation. Within the field army (the operational ele-



Frazer on a desert patrol in Iraq, 2006

ment of the British Army) this same method of delegation is mandatory to succeed in all types of military operations. That's why in basic training, this capacity needs to be taught and developed in all personnel (not just officers) and must be refreshed throughout their career.

A Can-Do attitude can be applied to any field of action. As a runner, I regularly participate in long-distance races. In preparation for a marathon, I will race 10km and half-marathon distances. I can only accomplish the training plan successfully with a

Can-Do attitude. The same is true for the race itself: If I am not fully motivated and not in an emotionally positive mind-set prior to those 42 km, then, what I am trying to achieve will be harder and more difficult (however not impossible). Instead, I need to envision myself crossing the finish line in a certain time and position right at the starting line. This kind of self-motivation and definition of specific goals are also critical in any operational, team environment.

Can such a Can-Do attitude be developed? Yes! Participating in activities outside of one own's professional spectrum, where one is out of one's comfort zone and required to achieve a task can develop this "thinking outside the box". This can range from volunteering with a youth movement such as the scouts, participating in challenging, sporting or adventurous activities, or even watching motivational speakers on YouTube.

Regularly encouraging team-members to "think outside the box" will give them that confidence to be that "Yes-Person" and will give them that Can-Do attitude. But most of all, that person with the Can-Do attitude will also be positive in his daily business and will motivate his colleagues.

*Frazer is a senior consultant at MindForest. With a previous career as a British army officer including deployments to Iraq, Afghanistan, Kenya and Canada and a distinguished posting to Sandhurst; he has leadership development experience at a high-tempo, operational level. In his free time, he is involved with his local scout group, plays the trumpet in the local brass band and runs 2 sub-3 hour marathons a year.*

**By Frazer Alexander,**  
Senior Consultant at MindForest



2011 Marine Corps Marathon Forward:  
Savoring victory in Camp Leatherneck, Helmand Province, Afghanistan

# SUPPORTING INTEGRATION THROUGH MULTILINGUALISM

AMCHAM is pleased to have received funding from the Œuvre Nationale de Secours Grande-Duchesse Charlotte through the *mateneen* initiative for two integration-focused projects:

**1. “The Languages of Luxembourg”** project is carried out in partnership with Mylanguage and the International Community Center in both written and audio versions and offers a tool for the development of simultaneous communication competences in 5/7 languages: Luxembourgish, French, German, English, Portuguese, Arabic and Persian.

The written content at beginner, intermediate and advanced levels is available on the AMCHAM website:

[www.amcham.lu/language-learning/](http://www.amcham.lu/language-learning/)

The audio content of the “The Languages of Luxembourg” will be available as a **mobile phone application**. Simultaneously delivering the written content in an audio format and acting as a self-training tool for oral communication needs, the application will soon be available as a **free download for Android and iOS users**. Please check the AMCHAM website for further updates.

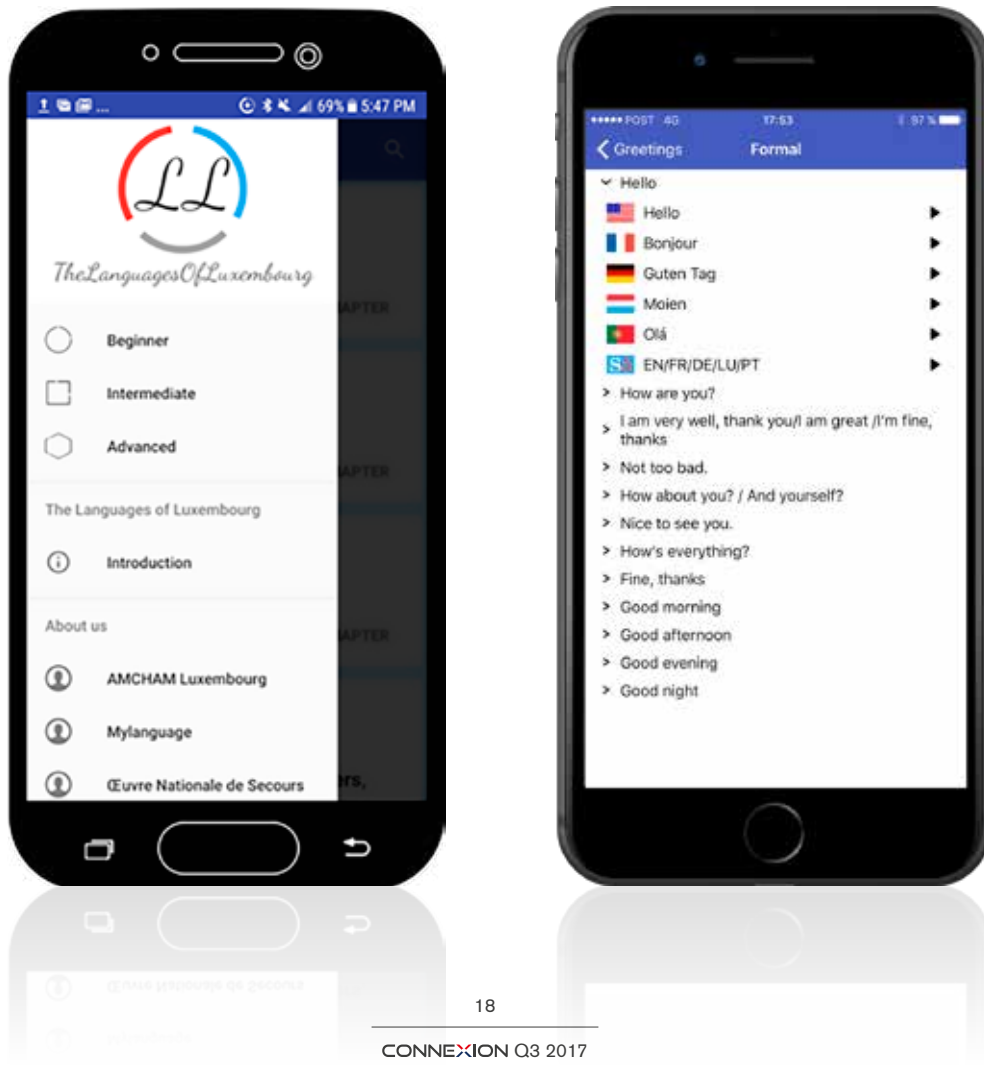
**2. The most recent version of AMCHAM’s “Doing Business in Luxembourg” book will be available in Arabic and Persian during the Fall!** These versions will equally be available as a **free download on the AMCHAM website**. Please check the AMCHAM website for further updates.

## Our partners:

### a. Œuvre Nationale de Secours Grande-Duchesse Charlotte

The Œuvre Nationale de Secours Grande-Duchesse Charlotte is a public institution under the supervision of the Prime Minister of Luxembourg. It runs and organizes the National Lottery. Its mission is to promote philanthropy in Luxembourg. Its initial purpose of aiding victims of World War II has been broadened over the years to support the many philanthropic activities and projects conducted by organizations in the fields of social issues, culture, environmental protection and sport.

The Œuvre's goals and values can be summarized as the protection of the most vulnerable, providing aid to the disadvantaged, and in general to promote the well-being of individuals and the community. To do so, the Œuvre is in touch with



those active in the field and regularly involves itself in investigations with key players from a large network of associations. In order to identify and meet the needs that occur in our society, the Œuvre launches calls for projects such as "Actions Addictions", "Respect", "Yes We Care" and *mateneen*. Launched in late December 2015 by the Œuvre Nationale de Secours Grande-Duchesse Charlotte in response to the migrant flows and the huge wave of public solidarity, *mateneen* is a call for projects that is unique in Europe. With the selection process having ended in July 2016, the call for projects with 15 million euros at its disposal is enabling 80 project holders from the civil society to implement projects designed to bring the people of Luxembourg and the new arrivals together, and to facilitate the latter's integration. The *mateneen* programme has not been conceived exclusively for refugees. In placing emphasis on making displaced people self-suf-

ficient and on social cohesion in the broadest sense, it intends to be actively engaged in forging the society of the future.

#### b. Mylanguage

Mylanguage is a language company specialized in language courses and translations. Created in 2009 to respond to specific language and cultural needs of the international work environment in Luxembourg, it has developed a language learning program that combines academic knowledge and practical skills in order to offer high education in a real-world setting.

[www.mylanguage.lu](http://www.mylanguage.lu)

#### c. International community center (ICC)

For more information about the **ICC** please see the Q1 - 2017 issue of Connexion article: "Making Integration Work".



ŒUVRE Nationale de Secours Grande-Duchesse Charlotte



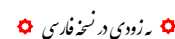
International community center



The upcoming Arabic version of the "Doing Business in Luxembourg" book



The Upcoming Persian version of the "Doing Business in Luxembourg" book



# MAKING THE 1.1.1 COMPANY A REALITY

During the past several years, a recurring AMCHAM theme has been entrepreneurial advocacy. We have argued that we need more entrepreneurs and start-ups to ensure our future prosperity here in Luxembourg and we have argued that a major step in the right direction would be a change to the rules and requirements to make it easier for individuals to set-up and run their own companies. Our mantra has been the 1.1.1 company: allowing one person, to set up a company in one day for one euro

in cost. During his 2016 Spring speech to the Chamber of Deputies, Prime Minister Bettel honored us by mentioning AMCHAM by name saying that the government had decided to respond to our request to make it faster, easier and cheaper for entrepreneurs to establish themselves. The government solution which has been enacted into law as of 16 January 2017 establishes a vehicle called a Simplified S.à r.l. for this purpose.

So what are the rules which apply and what do you have to do to set up your own small, low cost company?

To help you better understand, we have pulled together the following excerpted texts from the Luxembourg Chamber of Commerce: House of Entrepreneurship, the Ministry of the Economy: Guichet.lu and the Registre de Commerce et des Sociétés in an effort to explain the rules and requirements:

## CHARACTERISTICS, ADVANTAGES AND LIMITATION

*The société à responsabilité limitée simplifiée or “Simplified limited liability company”, also known as S.à r.l.-S. and S.à r.l. à 1 euro (“one-euro S.à r.l.”) and hereinafter referred to in the English translation as the “Simplified S.à r.l.”, was introduced to Luxembourg legislation by the Law of 23 July 2016.*

*It is not a new form of company but a variant of the standard S.à r.l. Accordingly the legal provisions relating to the S.à r.l. will be applicable unless amended by the provisions of the new Law. Available to natural persons as of 16 January 2017 with reduced formalities and costs, this corporate vehicle is ideal for those wishing to embark upon entrepreneurship while at the same time having the advantage of a protective legal framework.*

### **Incorporation formalities**

*In order to reduce the costs for the entrepreneur and to speed up the process of incorporation, the Simplified S.à r.l. may be incorporated by private deed, i.e. without having to be notarised.*

*Note that filing with the Luxembourg Trade & Companies Registry (RCSL) is obligatory. Entrepreneurs incorporating their Simplified S.à r.l. without the involvement of a notary will therefore have to take charge of the*

*registration formalities themselves through the RCSL's website.*

### **Minimum share capital**

*The share capital must be between one euro and twelve thousand euros. It is for this reason that the simplified S.à r.l. is also referred to colloquially as the “one euro company”.*

### **Key persons**

*In order to avoid abuse, the new Law imposes certain limits aimed at stressing the fact that the Simplified S.à r.l. is solely meant for sole traders (“natural” as opposed to “legal” persons). This form is thus particularly suited to nascent entrepreneurs wishing to launch businesses that by their nature do not require much initial capital.*

### **Corporate object**

*The corporate object of the Simplified S.à r.l. must fall within the field of application of the Law of 2 September 2011 as amended, regulating access to the occupations of craftsman, trader, industrialist and certain liberal professions.*

*A person wishing to establish a Simplified S.à r.l. must first submit a request for a business permit to the Ministry of the Economy, which will enable them to receive a provisional authorisation (with a definitive refer-*

*ence number) and then to register the Simplified S.à r.l. with the Trade & Companies Registry. Once this registration has been completed, the final business permit will be issued by the Ministry of the Economy.*

### **Shareholders**

*The creation of the Simplified S.à r.l. is reserved to natural persons. A company can therefore never be a shareholder of a Simplified S.à r.l. Also, a natural person may not be a shareholder of more than one Simplified S.à r.l. at the same time (except if he inherits the shares).*

### **Obligatory reserve**

*One of the major innovations of the law is the minimum share capital requirement of just one euro for this type of company. However, with a view to protecting creditors, independently of the constitution of the legal reserve which is a requirement for all S.à r.l. pursuant to Article 197 of the Law of 10 August 1915 as amended, Simplified S.à r.l. will also be required to place into reserve one twentieth (5%) of the annual net profit. This obligation will exist until the sum of the reserve and the company's issued and paid-up share capital reaches the amount of the minimum share capital for the “classic” S.à r.l., namely 12,000€.*

### **Transition to a “classic” sàrl**

*The idea behind the Simplified S.à r.l. is to provide a temporary scheme for the launch of a business requiring very little capital. Although no time limit has been set for reaching the minimum capital of €2,000€, once the company is well established it may*

*accumulate sufficient funds and the shareholder(s) may amend the Articles of Association so as to adopt the “classic” S.à r.l. regime if they so wish.*

### **Good to know**

*While the Simplified S.à r.l. aims to simplify*

*access to independence in Luxembourg, it does not necessarily meet the needs of all new entrepreneurs.*

*While it is particularly attractive for service-driven businesses requiring very little start-up capital, such as coaching, consult-*

ing and training etc., it may not be appropriate for a business requiring more substantial capital expenditure, such as the fitting out of a restaurant.

The choice of an appropriate legal structure for a project always requires an in-depth consideration of a number of criteria such as the nature and size of the business, the entrepreneur's financing needs and the growth potential of the business.

The House of Entrepreneurship's one-stop shop can help future entrepreneurs to validate an initial approach and to run through the options available to them.

From January 2017 the one-stop shop is available to support entrepreneurs on request a standard template for Articles of Association for Simplified S.à r.l. which can be adapted to the needs and particularities of each project.

### Legal references

The amending Law of 23 July 2016 instituting the Simplified S.à r.l.:

1. the Law of 10 August 1915 on commercial companies as amended;
2. the Law of 19 December 2002 on the Trade & Companies Registry and companies' accounting and financial statements, as amended.

### Please note

In order to complete the registration process for a simplified limited liability company, the company founders will have to complete a "declaration of honor" to prove the release of funds (injected capital) in cash or in kind.

This document must be filed with the Trade and Companies Register (Registre de Commerce et des Sociétés Luxembourg – [www.rcsl.lu](http://www.rcsl.lu))

### In short, here are the different steps to follow while setting up a simplified S.à r.l.:

- 1) Draw up and sign the articles of association prepared in the form of a private deed\* (or authenticated by a notary, if wished),
- 2) Apply for a business permit (depending on your activity) by submitting a complete dossier to the Ministry of the Economy - Directorate for "Entrepreneurship and SMEs",
- 3) Receive the provisional business permit (issued within 3 to 4 weeks) having a reference number allowing the company e-registration with the RCSL,

- 4) File, among others, the declaration of honor established in accordance with the annexes A or B of the amended Grand-Ducal Regulation of 23rd January 2003 implementing the law of 19th December 2002 regarding the Trades and Companies register as well as accountancy and annual accounts of companies (a template can be provided upon request by the one-stop shop),
- 5) Provide the banking establishment\*\* with the articles of association and proof of RCSL registration,
- 6) Receive the final business permit from the Ministry of the Economy (normally issued after validation of the RCSL within a period of 1 to 3 days) and register with the main authorities (Joint Social Security Center, Land Registration and Estates Department etc. according to the relevant profession).

### Contact information

#### House of Entrepreneurship – One-Stop Shop Address

14, Rue Erasme,  
L-1468 Luxembourg-Kirchberg

#### Postal address

BP 3056, L-1030 Luxembourg

**Tel.** (+352) 42 39 39 - 330

[info@houseofentrepreneurship.lu](mailto:info@houseofentrepreneurship.lu)

[www.houseofentrepreneurship.lu](http://www.houseofentrepreneurship.lu)

#### Office hours

Monday to Friday: 8:30 a.m. to 6 p.m.

Underground parking facilities are available to you at the Chamber of Commerce (entrance from Rue Alcide de Gasperi).

#### Registre de Commerce et des Sociétés Luxembourg / Trade and Companies Register Address

4, rue Erasme, L-1468 Luxembourg

#### Postal address

Registre de Commerce et des Sociétés  
L-2961 Luxembourg

**Tel.** (+352) 26 428-1

**Fax** (+352) 26 42 85 55

[helpdesk@rcsl.lu](mailto:helpdesk@rcsl.lu)

[www.rcsl.lu](http://www.rcsl.lu)

#### Office hours

Monday to Friday : 8:00 am to 12:00  
and 1.30 p.m. to 4 p.m.

#### Helpdesk

Monday to Friday, by appointment only

#### Other links

<http://www.guichet.lu>

### Final remarks

We in AMCHAM will continue to support and advocate on behalf of the 1.1.1. company concept as a recurring theme as we go forward into the future. Indeed, we note that the latest OECD report (included elsewhere in this magazine) advocates for three themes to ensure the future prosperity of Luxembourg: greater emphasis on promoting entrepreneurship; development and adoption of improved techniques and practices to encourage initial job skilling, reskilling and life-long learning; and increased efforts devoted to the integration of the foreign resident population of Luxembourg. AMCHAM agrees with this OECD analysis and we pledge our fullest support to make progress on these challenges.

Our New Business & Entrepreneurship Committee will host a Spring event again focusing on the 1.1.1. company for which we will for the second time invite/host Minister Felix Braz, the Minister of Justice, and Mr. Carlo Thelen Managing Director of Chamber of Commerce Luxembourg. Likewise, we plan to showcase examples of successful startup companies and endeavor to encourage the government to adopt a simplified micro company tax declaration filing document. So, watch this space!

### Sources

[https://www.rcsl.lu/mjrscs/jsp/webapp/static/mjrscs/fr/mjrscs/pdf/Brochure\\_SARLS.pdf?time=1498487897513](https://www.rcsl.lu/mjrscs/jsp/webapp/static/mjrscs/fr/mjrscs/pdf/Brochure_SARLS.pdf?time=1498487897513)  
[www.houseofentrepreneurship.lu](http://www.houseofentrepreneurship.lu)

\*Samples of articles of association can be downloaded on [www.guichet.lu](http://www.guichet.lu)

\*\*Each bank is free to request additional guarantees from the contractor in accordance with their own standards (example : collateral on reserve).

# SUMMARY: OECD ECONOMIC SURVEY OF LUXEMBOURG 2017

## Improving education and lifelong learning

Educational outcomes also illustrate the need for better integration, and the potential payoffs from achieving it. As often across the OECD, the children of immigrants still tend to underperform their peers without a migration background by a large margin (Figure 34), although it should be noted that significant progress has been made over the past decade in closing this gap. Furthermore, unlike in most countries, native-born students with both parents born abroad do not fare any better than their foreign-born colleagues. (OECD 2017: 44, 46).

Educational gaps largely reflect differences in student socio-economic background, which the school system fails to compensate for. Improving the educational performance of the children of immigrants, who account for about half of all students, is key to tackling subsequent labour market disadvantage and segmentation and to improving education outcomes for the country as a whole (OECD 2017: 44, 46).

Skills mismatches are already high and further improvements in the education system will therefore be important, with a focus on lifelong learning. The supply of skills should be better aligned with labour market needs. This would entail reorienting labour market policies from supporting job creation towards funding training programmes to facilitate the reallocation of labour (OECD 2017: 10).

The overall rate of adult participation in lifelong learning was 18% in 2015, above the EU average of 10.7%. Similarly to other EU countries, it is the better educated who profit most from lifelong learning in Luxembourg and the participation rate for adults with lower educational attainment is only 7.3% (...). OECD evidence, such as from the Survey of Adult Skills, suggests that a lack of interest in lifelong education, together with low awareness, lack of incentives or perceived lack of returns is more strongly related to low levels of participation than structural barriers, such as lacking childcare or difficulties of combining often inflexible learning opportunities with overloaded work schedules and work-family time patterns (...). Part-time learning and distance learning programmes employing information and communication technologies can be successful in raising participation rates (OECD 2017: 36).

## Improving the labour market and social integration of immigrants. Luxembourg has benefited a lot from immigrants, but their integration could improve

Luxembourg benefits from immigrants, which play a successful role in the economy. Integration challenges remain, though, especially regarding people from non-EU countries, who suffer from higher unemployment. As language proficiency is a key precondition for successful integration, public supply of language courses should be stepped up further. To reduce employment segmentation, access to public sector jobs should be improved. (OECD 2017:10).

Education reforms seek to make schools more equitable for the children of immigrants, but challenges remain. Equality between men and women is being promoted by easing access to childcare and making taxation more gender neutral (OECD 2017:10).

Luxembourg is home to a large immigrant population, who in most cases succeeds in finding employment and therefore contributes to the country's prosperity (OECD 2017:44).

Against this overall benign picture, shortcomings in the labour market and social integration of immigrants weigh on well-being and are becoming more acute. Immigrants from outside the EU have a less successful labour market performance, with higher unemployment (Figure 33). Further, it is in this group that employment rate gaps between men and women are largest. (...) Higher unemployment and lower wages – often only about half of those earned by natives (Manço, 2014) – lead to high poverty rates (about 40%) among non-EU immigrants, which weakens social cohesion. Integration challenges of a more qualitative nature pertain to labour market segmentation and modest participation in the public life. Immigrants from different origins dominate employment in different sectors, and firms tend to form relatively homogeneous work teams (Besch et al., 2005; Manço, 2014), which likely lowers the quality of job matching (OECD 2017:44).

## Developing entrepreneurial skills for innovation

Entrepreneurship is an important driver of innovation and job creation, as the proportion of young firms expecting to increase employment is often higher than the corresponding proportion for older firms. Labour productivity also appears to be higher in countries with higher start-up and churn rates, as new, typically small firms enter with new technologies and stimulate productivity-enhancing changes in incumbents (OECD 2017: 36).

The social perception of entrepreneurs in Luxembourg is relatively low: compared to EU average of 56%, only 45% of Luxembourg residents regard entrepreneurship as a desirable career choice (GEM, 2016). The share of entrepreneurs and the positive perception of entrepreneurship are higher among immigrants, especially first-generation immigrants. (...) Entrepreneurship is not the preferred career choice in Luxembourg, as can be seen from the low share of self-employed and the enterprise birth rate that is lagging the best EU performers (OECD 2017: 36 -37).

The recent introduction in Luxembourg law of a simplified limited liability company with the minimum capital of 1 euro and simplified incorporation requirements are welcome and may provide a needed boost for businesses with low capital needs, such as IT start-ups. Programmes promoting entrepreneurial culture and providing advice on starting a business, such as the Hands Up and Fit4Entrepreneurship, and new initiatives supporting entrepreneurial networks and mentoring, such as the House of Entrepreneurship, are steps in the right direction, but more needs to be done (OECD, 2017:37).

### Source:

OECD (2017). Economic Survey of Luxembourg 2017. Online: <http://www.oecd.org/eco/surveys/economic-survey-luxembourg.htm>

# A UNIQUE MICE\* EXPERIENCE: HOST YOUR EVENT IN A CASTLE



Château d'Ansembourg and parc

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Château d'Urspelt

© Romain Nègre /  
Château d'Urspelt / LFT



Château de Bourglinster by night

© Selim Schlitz / LFT

## Luxembourg for Tourism encourages you to host your next event in an authentic Luxembourg castle.

Impress clients, partners, and staff by hosting your next event in one of Luxembourg's historic castles. There are plenty of options for conferences, meetings, away-days, and networking events. Choose between historic venues close to the capital and major transport links, or venues set deep in dramatic countryside.

Luxembourg's modern conference centres and hotels are often the first option, but why not try a location with a distinctive historical flavour? Whether it's fortresses dating back to the 11th century, or stately homes from the more recent past, you have an interesting choice of atmospheric places which will inspire your guests. Needless to say, these venues have been fully renovated and are equipped with modern facilities, including catering. Here are just four examples.

Historians trace the first reference to *Bourglinster Castle* to 1098, and this fortified aristocratic home was caught up in the turmoil of medieval and early modern Europe. Despite having been partially destroyed on a number of occasions, it has been lovingly restored to maintain its special historical atmosphere. Just a quarter of an hour from the capital, the castle can accommodate 120 people for a sit-down conference, perhaps accompanied by a gourmet meal. For a stand-up cocktail, there is room for 600, including on the balcony overlooking the impressive Ernzy river valley.

The *Château de Septfontaines* is a late-baroque stately home built by the Boch industrial family in the late 1700s. Set in impressive, extensive grounds in Luxembourg City, it is particularly well suited to large events of up to 500 guests, including gala dinners, cocktails, and concerts. It also has a choice of rooms ideal for sit-down meetings of 10 to 120 people.

Alternatively bring your guests to the "Valley of the Seven Castles" which is less than half an hour from the capital. Ansembourg Castle is one of these seven, and is set in 200 hectares of woods and meadows. It has been totally renovated and can host large meetings and events with up to 250 people seated. Also on the grounds is the Temps d'Or luxury hotel which is available for smaller gatherings of up to a dozen people.

Alternatively, go deep into the Ardennes forest to find the *Château d'Urspelt*. This venue caters for prestige events of all sizes, and it also offers 55 hotel rooms. While this venue takes you into Luxembourg's most spectacular countryside, it is less than an hour away from the capital, and is equipped with abundant parking space.

**Contact information:**  
<http://www.visitluxembourg.com>

*By Luxembourg for Tourism*

\*Meetings Incentives Congress and Events (MICE)

# GENERAL DATA PROTECTION REGULATION (GDPR): TAKE CONTROL OF YOUR RISK



*Christophe Buschmann (CNPD)*



*François Barret (EY Luxembourg)*

On 17 May 2017, AMCHAM's COMIT and FINCOM Committees organized a discussion on how to take control of your risk in the context of the upcoming entry into force on 25 May 2018 of the new EU General Data Protection Regulation (GDPR). The event was organized in the presence of and with a panel introduction by Commissioner Christophe Buschmann (CNPD) and with valuable insights from François Barret (EY Luxembourg), H  lo  se Bock (Arendt & Medernach), Frank Vanhoonacker (AIG) and Gary Cywie (Allen & Overy).

*The presentations, kindly offered by the speakers, are available at: <http://www.amcham.lu/publications/articles-and-information/>*



*(L-R): Gary Cywie (Allen & Overy), Frank Vanhoonacker (AIG), Fran  ois Barret (EY Luxembourg), H  lo  se Bock (Arendt & Medernach), Christophe Buschmann (CNPD), Paul Schonenberg (AMCHAM Luxembourg)*



*H  lo  se Bock (Arendt & Medernach)*



*Frank Vanhoonacker (AIG)*



*Gary Cywie (Allen & Overy)*

THANK YOU TO OUR SPONSOR:



# I CAN VOTE CAMPAIGN



**Minister for Family Affairs and Integration,  
Minister for the Greater Region  
Corinne Cahen**



**Paul Schonenberg (AMCHAM Luxembourg),  
Chargé d'Affaires Alison Shorter-Lawrence  
(U.S. Embassy Luxembourg), Alessandra  
Nonnweiler (Luxembourg Air Rescue)**



**(L-R): Roy Suhash (BBCCL), Ambassador Lilian Zamfirescu (Embassy of Romania),  
Chargé d'Affaires Alison Shorter-Lawrence (U.S. Embassy Luxembourg),  
Minister Corinne Cahen (Ministry for Family Affairs and Integration), Paul Schonenberg  
(AMCHAM Luxembourg), Artur Sosna (LPBC), Ambassador Carlos Semedo (Embassy  
of Cape Verde), Ambassador Peadar Carpenter (Embassy of Ireland).**

On 8 May 2017 Minister for Family Affairs and Integration Corinne Cahen spoke about the 2017 "I Can Vote" Campaign. Minister Cahen detailed the eligibility criteria for non-Luxembourgers for registering to vote in the October 2017 Communal Elections:

- be at least 18 years old on election day (the 8<sup>th</sup> of October 2017);
- have been living in Luxembourg for at least 5 years at the registration date;
- sign on to the electoral register no later than the 13<sup>th</sup> of July 2017.

Paul Schonenberg announced that this lunch event was going to be followed by a "Town Hall Meeting with Key Luxembourg Politicians" on 27 September (More information at <http://www.amcham.lu/events/>).

We also honored and expressed our gratitude for the contribution of Charge d'Affaires of the U.S. Embassy in Luxembourg Alison Shorter-Lawrence, who was leaving Luxembourg for a new mission. We said good-bye by offering her a Luxembourgish Flag flown over Luxembourg by Luxembourg Air Rescue (LAR). We thank Alessandra Nonnweiler (LAR) for always supporting us in this mission.

Other English speaking business organizations joined our AMCHAM members for this lunch:

AVRIS, Bangladesh Business Chamber of Commerce, Luxembourg Chambre de Commerce Luxembourg Cap Vert, China Chopsticks, Community of Portuguese Speaking Countries, DELANO, Indian Business Chamber Luxembourg, Initiative PACE 2017, International Communities of Luxembourg, Luxembourg - Poland Business Club, Luxembourg-Brazil Business Council, Office House Capellen, ROM-LUX, The Diplomatic Council, The Network.

THANK YOU TO OUR SPONSOR:



# BASE EROSION AND PROFIT SHIFTING

## What is BEPS?

BEPS is the acronym for “base erosion and profit shifting”, a term used by the OECD to describe two of the main outcomes of aggressive tax planning by multinational enterprises. The acronym has been widely used since G20 group of nations called upon the OECD in early 2013 to take action to curb “BEPS”.

## What has the OECD done?

The OECD’s response in July 2013 was to publish its 15 points “BEPS Action Plan”, and then to involve its own experts and senior tax officials from many countries to draft recommendations, and to consult widely as these recommendations were being finalised.

What had become known as the “OECD/G20 BEPS Project” then reached a milestone in October 2015, with the publication of 15 BEPS Final Reports, setting out findings and making recommendations that covered all of the 15 Action Plan topics. The proposals set out measures that sought to modernise the entire international tax framework. The OECD’s member states and other G20 economies looked to have reached an impressive worldwide consensus on how to tackle aggressive tax planning.

Some of the measures recommended are “minimum standards”, which all the original BEPS Project members – and some 40 other developing countries that are now within the OECD BEPS “inclusive framework” – have committed to implement without delay.

Existing OECD standards have also been augmented and updated – for example, the OECD Transfer Pricing Guidelines, significantly rewritten and strengthened with text coming from the October 2015 Final Reports, were formally approved by the OECD Council in May 2016. Many other recommendations were for changes to be made to domestic tax legislation, to make this more internationally consistent and coherent, and to clamp down on tax avoidance.

## How is implementation now happening?

2016 has already seen much action to implement BEPS. For example, on transfer pricing, nearly 50 jurisdictions have already acted to introduce the “minimum standard” country-by-country reporting (CbCR) obligation. CbCR should allow tax authorities to see much more clearly on a global basis where large multinational companies have their real activities, report their profits, and pay their taxes, and hence to evaluate more effectively the validity of their transfer pricing and other tax planning.

Some countries have already begun to amend their domestic laws to follow other BEPS recommendations. For example, with effect from 1 January 2017, the UK implemented a complex set of measures aimed at “hybrid” mismatches between cross-border tax treatments of entities and financing instruments.

Other BEPS measures require double tax treaties to be amended. In particular, new rules that counter tax treaty shopping – a key “minimum standard” of the BEPS Project – need treaty change before they can apply.

As foreseen under the BEPS Project, during 2016 the OECD co-ordinated work by over 90 countries (including the US) to agree the text of a “Multilateral Instrument” to amend multilaterally the existing network of bilateral treaties between its signatories, and notably to adopt the new OECD model text on treaty shopping. The Multilateral Instrument text was released publicly at the end of November 2016. On 7 June 2017, during a signing ceremony hosted by the OECD in Paris, 68 jurisdictions signed the Multilateral Convention to Implement Tax Treaty Related Measures to Prevent BEPS. It is now likely that tax treaties in their “post-BEPS” form will begin to take effect from the beginning of 2019 onwards.

At the beginning of 2017 the OECD published a short discussion paper, aiming to give some practical guidance on how one of the new anti-treaty shopping rules (referred to as the “principal purposes test”) might affect alternative investment funds. A key feature was an expectation that a “platform” company would have a very high level of organisational and operational “substance” – one of the key requirements in the original 2013 BEPS Action Plan.

## What has the EU done to implement BEPS?

The EU regards the BEPS Project conclusions as a central plank of its own action plan, instituted in June 2015, for fair and efficient corporate taxation across the EU. EU Directives, forcing Member States to legislate, were seen by the Commission to be the preferred vehicle for implementing these conclusions.

Action on Anti Tax Avoidance Directives (“AT-ADs”) has thus been intense since the end of 2015. ATADs have followed several of the BEPS Project recommendations, dealing notably with controlled foreign companies, base erosion through interest expenses, and “hybrid” mismatches. There is also a common general anti-avoidance rule (GAAR). The Directives are now final, with the main text (“ATAD 1”) having been adopted at the EU Council in July 2016. Further measures (“ATAD 2”) for extra tightening of the measures on “hybrids” were also fully agreed at EU Finance Minister level, in February 2017.

Member States must now legislate the Directives’ measures, mainly to be effective no later than 1 January 2019, although with the ATAD 2 “hybrids” measures being deferred mainly to 1 January 2020. The fact that the texts of two wide-ranging Directives have been agreed unanimously by the 28 EU Member States, each in less than six months, shows how strong and uniform the political will within the EU for action on tax avoidance has been during the last three years. The corporate world simply cannot ignore this.

*As the pace of the implementation of BEPS now quickens, organisations increasingly need to track how the BEPS-driven “ATAD” new EU Directives, changes to domestic laws and transfer pricing practices, and revised double tax treaties will each affect them.*

By AMCHAM’s FINCOM Committee

# Outoftheboxer

n; autɒvðə'bɒksə

(m); *Tax, Audit, Advisory*

*Reimagine the possible.*

# EXPAT PROFILE SNAPSHOTS

Integration is a two-way street: newcomers need to adjust and fit in, but at the same time they can make a great contribution to the economic success and quality of life in Luxembourg. The following two interviews are designed to put a human face on expats explaining who they are, what they think about Luxembourg, their aspirations, why they are here and what contributions they have or can make to Luxembourg. In this edition and all of the 2017 editions of Connexion we will feature two Expat Profile Snapshots. Our goal is to bridge the gap between newcomers and long-time residents... and therefore support integration. This initiative is supported by the "Asylum, Migration and Integration Fund" (AMIF) and the Luxembourg Reception and Integration Agency/Ministry of Family and Integration (OLAI).

# SAMAH ABDEL GELEEL

Respecting Community Wisely

By the time Samah Abdel Geleel, a native of Egypt, arrived in Luxembourg last year, she had already lived in the UK, the USA, India, and Dubai. She loved Luxembourg immediately. "There is a level of trust here between the public and the government that you rarely see in other countries. We could not do the things we do here, without that trust," she says, "A small example is the honor system on public transportation. Everyone pays their fare with very little monitoring; that takes a level of trust on both sides to work. Few countries benefit from such a level of community spirit and collaboration."

Samah came to Luxembourg with her husband who is researching judicial reform for his PhD in Law. She is also hoping to be accepted into the PhD program here and to build upon her Master's degree in Public Policy. Her thesis on atypical employment, work-life balance, and employee wellbeing in higher education, lends itself well to further research in the Social Sciences. But the application process is difficult to navigate, and she has hit some roadblocks. Samah doesn't complain, and believes optimistically that it will all work out. Meanwhile, she has lots to occupy her time, Samah used her first few months here to take a well-deserved and much needed break, while she got settled. Then she began looking for volunteer work and/or paid employment. Getting accurate support, information or advice on the work permit process was challenging. Undaunted, Samah continues to volunteer remotely as a quality control editor, at the Center for Human Rights (University of Oslo). She will also begin working with a local asbl which is actively recruiting volunteers. In terms of a job, she's decided that the best course of action is to find a company that is willing to engage in the daunting work permit process with her.

In the meantime, Samah takes advantage of Luxembourg's location in the heart of Europe to travel and explore; visiting surrounding countries and the local countryside. She is enchanted with Luxembourg, its greenery, and its polite and helpful people. Frequently, she takes 2- to 3-hour walks exploring the capital city, and feels safe enough to regular-

***"It takes a very mature and wise government to be able to manage such a tricky collection of people from around the world."***



ly take random buses, without even knowing their destination, to see the small towns that dot our countryside. "Luxembourg is a model for the way it should be everywhere. In some other countries, people feel they are outside of the rules, or even the law. Socially and environmentally, Luxembourg protects its people. There is 1 set of rules here, and everyone follows them. Straying from the norm is not easily accepted, so we know what to expect; life is comfortable, people are safe, and more ami-

cable. There is a spirit of respect and dignity in the community. People may have their own agendas, but those agendas never seem to supersede the gracious etiquette that guides our communities. I have great respect for this order and appreciate it deeply."

Samah has seen quite a few examples of how government and society operates. She has an impressive CV; Assistant to the Dean of Graduate Studies at The American University in Cairo, liaising with 135 departments, and hundreds of international students over the years; Manager of Operations for a health insurer in India; Personal Assistant to the Regional Director at DHL Egypt; she even did a stint as a media analyst and translator in Dubai. And with an undergraduate degree in English Language and Comparative Literature, she is also a certified ESL teacher who taught business English at the Egyptian Central Bank.

Her advice to people who are considering settling in Luxembourg is to come prepared: understand the country, develop transferable skills, and learn languages. As well as English, Samah speaks French, German, Hindi, and her native Arabic. She urges new arrivals to get involved, and she, herself, is looking for ways to better help with the influx of refugees.

Samah feels that expertise and education are highly valued here, so each person should do as much as they can to ensure they are continually adding to their skills and resources. As for the future, she would love to still be here in 20 years. "People should be grateful for this way of life; what they take for granted in Luxembourg, often does not exist in many parts of the world. The stability here provides peace of mind, and that allows us all to flourish and grow."

**Lisa FRANCIS-JENNINGS**



# ATLE HEDLØY, CEO

Owner Arendi Sarl, Seeing the Positive

Harvard educated and Norwegian-born, Atle Hedløy started his career in Silicon Valley and is now the CEO of a small consulting firm specializing in patent enforcement. Luxembourg's business-friendly political and economic environment were recommended to him; he was engaged in a patent infringement lawsuit with Microsoft, and Luxembourg afforded a dependable environment to manage his company and lawsuits. "Government regulation here is predictable and trustworthy. It is possible to get access to the people who are making regulations and laws; even the Minister of Finance. They don't always do what you would like, but we can count on their accessibility and Luxembourg's willingness to work alongside organizations. It's clear that the government is working to ensure effective systems are in place to serve business and the greater good," he says. With 10 infringement lawsuits underway in the US, this is important to the inventor who holds a handful of patents for a variety of technologies. "I've learned a lot about patents that I had never imagined I needed, from patent application to license or lawsuits. My wife believes I know more about this from the patent owner's perspective than almost anyone else, but she may not be entirely impartial," he laughs.

Now, after almost 20 years' experience with patent enforcement, he can still be surprised at the level of ignorance, even with patent lawyers and so-called specialists, but he doesn't regret moving his company to Luxembourg. Atle sees Luxembourg's focus on supporting entrepreneurs and innovation, and their conducive regimes such as the Patent Box, as a real draw for business. But his rationale for bringing his family to settle here went further than that. With an entrepreneurial wife and partner, who also works in the arts, and 2 children, the Hedløys found Luxembourg an accommodating, and very welcoming country. Luxembourg's social accessibility in terms of experts and community connections are en-



***"It's clear that the government is working to ensure an effective system is in place to serve business and the greater good."***

viable: for example, after their daughter was auditioned, the teacher referred her to Jean Müller at the Conservatoire de Luxembourg, a world-renowned pianist, who holds the title of 'Chevalier de l'ordre du mérite civil et militaire d'Adolphe de Nassau'. What a thrill to be able to study piano under his tutelage!

Of course, there are always things that could be improved, but Atle takes a philosophical approach to their immigration. "The government is focused on working with foreigners, but there are a lot of us. And I'm sure that just the sheer number is stressful to the local population. We must remember that we are here willingly and it is up to us to integrate. If we don't like it here, we should go somewhere else."

Atle has much experience with the 'somewhere else'. He has lived in Norway, on both coasts of the US, Spain, and the UK. He

and his wife knew very little about Luxembourg before their search for a base for their business, but they did their homework. Luxembourg won over Hungary, Switzerland and Spain, due to its rich business environment, and quality of life. Atle and his wife appreciate being in a multicultural and very diverse city. Luxembourg seems bigger than most think. The huge swaths of nature spread between small pocket of people are appealing and give the country a spacious feel. And being a European capital gives many amenities, while Luxembourg's walkable scale, keeps this city vibrant and exciting.

The Hedløys have grown to love the country and the attitude of its people. Their integration process was relatively easy. Using a relocation company to get the family settled and a lawyer to register the company simplified the process. Although it hasn't been all roses, the family appreciates the willingness of people to communicate and connect, and have friends in both the Luxembourgish and expats communities. "Generally, I'm not sure people appreciate how easy it is to do things here. I see that the government wants to make things work for foreigners. We lived in Spain for several years due to my wife's work, and just to register with their CCSS could take hours, if not days. Here, the CCSS offices have 10-minute free parking, and that's how long it took to register. That is pretty amazing," says Atle.

As the newly elected President of the Harvard Club of Luxembourg he adds: "If you're an alumnus, join our club!" However, Atle has some sage advice for other new arrivals as well: "Come with an open mind, look for the positive, and go to AMCHAM meetings to connect with the community and be part of what is happening here."

**Lisa FRANCIS-JENNINGS**

## BRITISH & IRISH FILM SEASON & SPACE SECTOR:



"The Farthest" showing on Mon 25 Sep @ Kinopolis Kirchberg, with the director, Emer REYNOLDS, attending for a post-screening Q&A.

Synopsis: Using invaluable archive material and conducting exhaustive interviews of scientists at NASA, The Farthest looks back at the frontier-breaking Voyager mission, exploring the planets in our Solar System, the Golden Record and the cosmos. A mesmerising voyage with a stunning sound track.

Further info and tickets:  
[www.bifilmseason.lu](http://www.bifilmseason.lu)

## FREE NEWCOMERS' ORIENTATION COURSE:

The American Chamber of Commerce in Luxembourg, under the auspices of and with the funding support of the "Asylum, Migration and Integration Fund" (AMIF) and the Luxembourg Reception and Integration Agency/Ministry of Family and Integration (OLAI), organizes free of charge 6 hours long Newcomers' Orientation Courses.

Due to the funding specifics, these course offerings in English and Portuguese are targeted for attendance by non-EU citizens, legally residing in Luxembourg (holders of

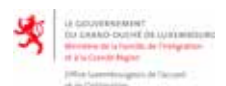
a temporary or long-term residence permit) for less than 18 months.

Sign up information can be found on the AMCHAM website in the Events section:  
<http://www.amcham.lu/events/>

Topics covered on the course: Bureaucracy, your local commune, working life, day to day living, tax card, renting, utilities, phone and internet, TV, radio and the press, history, geography, politics, insurance, vehicles, driving and transportation, education, music tui-

tion, health scheme, child allowance, culture, etiquette and customs, leisure and entertainment, shopping, expat organizations, sports, music, cycling, recycling, integration.

If you know of someone who is eligible and interested in attending, please refer them to the AMCHAM website for registration.



# UPCOMING AMCHAM FALL EVENTS

## Sept.

### 20 MAKING DIVERSITY WORK IN BUSINESS AND GOVERNMENT: WHAT TO DO AND HOW TO DO IT

19.00, Banque de Luxembourg

AMCHAM and The Network partner to facilitate discussions and debates on this crucial topic. We will provide a platform for discussion regarding the power in, and potential profits from a diverse and gender balanced workforce. We are honored by the presence of Minister for Family and Integration Corinne Cahen will give the keynote speech.

### 26 RESOURCING IT: WHO DO WE NEED AND HOW DO WE GET THEM?

19.00, PwC Luxembourg

Where do we find the IT employees that Luxembourg needs to fulfill its IT vision? Join AMCHAM, APSI and PwC Luxembourg for a focused discussion on what we need to do to get Luxembourg the trained IT people it needs.

### 27 TOWN HALL MEETING WITH KEY LUXEMBOURG POLITICIANS

19.00, ING Luxembourg

We have invited senior politicians from the six principle political parties in Luxembourg offering each of them 7 minutes time to tell the assembled Luxembourg and International attendees of this event why foreign and Luxembourg nationality voters should vote for their respective political parties in the October Communal elections.

## Oct.

### 02 LEGAL FRAMEWORK AND PRACTICAL ASPECTS OF BUYING BUILDINGS BASED ON ARCHITECTURAL PLANS PRIOR TO ACTUAL CONSTRUCTION: RISKS AND ADVANTAGES

12.00, Double Tree by Hilton

Well-known real estate lawyer Mario Di Stefano will share with the audience his knowledge of the market.

### 04 WORKING FROM HOME: WHO IS ELIGIBLE AND WHAT ARE THE LEGAL REQUIREMENTS TO MAKE IT HAPPEN?

19.00, Allen & Overy

Since many employees struggle with work-life balance, the interest to work from home is growing. So, who is eligible, what are the rules and how can employers and employees implement fair and legal solutions? Join us for answers!

### 07 NEWCOMERS' ORIENTATION COURSES FOR THIRD-COUNTRY NATIONALS" IN ENGLISH AND PORTUGUESE

09.45, Chamber of Commerce Luxembourg

AMCHAM Luxembourg, under the auspices of and with the funding support of the "Asylum, Migration and Integration Fund" (AMIF) and the Luxembourg Reception and Integration Agency/Ministry of Family and Integration (OLAI), organizes free of charge 6 hours long Newcomers Orientation Courses.

### 25 NATION BRANDING LUXEMBOURG

19.00, Hotel Parc Belair

Join us on 25 October 2017 for the AMCHAM Marketing Committee's "Nation Branding" event with guest speaker Mrs. Sasha Baillie (Ministry of the Economy, Deputy Chief of Staff to the Deputy Prime Minister).

## Nov.

### 06 NOVEMBER ABAL: THE NEED FOR MORE EFFECTIVE FINANCIAL INTELLIGENCE (FININT)

12.00, Cercle Munster

Criminal activities and terrorist organizations are very aggressively trying to involve themselves with legitimate business activities to steal money and intellectual property. Join us and our guest speaker Mr. Grahame White to learn more about keeping your company and the EU safe in these challenging times!

### 06 13 20 27 EXPLORING THE SOCIAL, POLITICAL AND BUSINESS ENVIRONMENT OF LUXEMBOURG

18.30, Chamber of Commerce Luxembourg

AMCHAM Luxembourg is pleased to partner with the House of Training, the Chamber of Commerce Luxembourg and the Office Luxembourgeois de l'Accueil et de l'Intégration, to offer a series of courses on Luxembourg's social, political and business environment.

### 10 PERSONAL TAX LUNCH

12.00, Table de Belvedere

AMCHAM Luxembourg and The British Chamber of Commerce are pleased to invite you to attend a Personal Tax Lunch on Friday 10 November with guest speakers Laura Foulds and Aude-Marie Brede, both renowned specialists in personal taxation.

### 17 ANNUAL THANKSGIVING DINNER 2017

19.00, Double Tree by Hilton

We are particularly honored and proud to celebrate this American tradition here in Luxembourg with our local and international friends and in the presence of our guest speaker Minister of the Economy Etienne Schneider. Join us for a relaxed and gently inspiring sharing of food and friendship! And bring your dancing shoes to dance the night away. As always, we will have our traditional Thanksgiving tombola prizes! Corporate tables option available.

## Dec.

### 10 RHYTHM & CAROLS

11.00, Conservatoire de Luxembourg

AMCHAM Luxembourg and the Lions Club Luxembourg-Amitié invite you to share a unique moment of serenity with business partners, friends and family at the "Rhythm & Carols" charity fundraising event.

### 11 AMCHAM'S ANNUAL CHRISTMAS LUNCH

12.00, Sofitel Kirchberg

Over the past two years, we have established a tradition of inviting the Minister of Finance to come to join us for our annual Christmas lunch. We are pleased to announce that Minister Pierre Gramegna has accepted to join us on 11 December to preview the Luxembourg Government national budget for the New Year and to visit with our members who make such an important contribution to the economic success of Luxembourg. Corporate tables option available.

**For details and sign up, please  
visit the AMCHAM website:  
<http://www.amcham.lu/events/>**

# CONNEXION

DOING BUSINESS IN LUXEMBOURG

## A M C H A M LUXEMBOURG

AMERICAN CHAMBER OF COMMERCE IN LUXEMBOURG A.S.B.L.

The American Chamber of Commerce in Luxembourg a.s.b.l. is an international voluntary organization of business persons committed to promoting English-speaking networking opportunities and business relations in the Grand Duchy.

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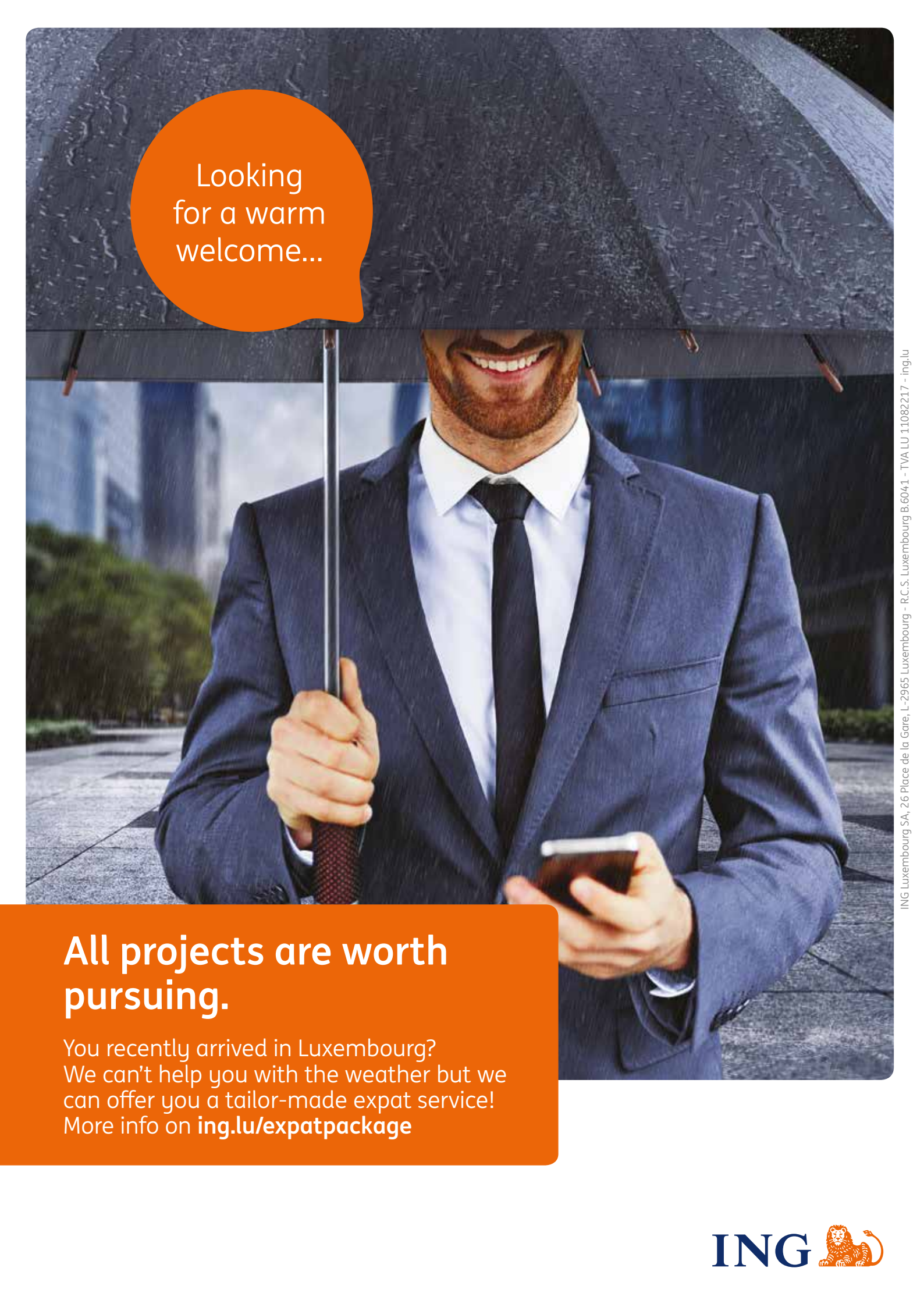
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A man with a beard, wearing a dark blue suit, white shirt, and dark tie, is smiling. He is holding a black umbrella over his head and a smartphone in his left hand. The background is a rainy city street with blurred buildings and greenery.

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