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Esteemed colleagues, dear ladies and gentlemen, dear first generation of students of the Triglav International Business Academy,

In the middle of June this year we hosted the 'Meeting with key and prospective personnel of Zavarovalnica Triglav, d.d.' and for the first time in Triglav's history the Management Board members met with young and promising employees of the Triglav Group. With this meeting, the insurance company's management proved that knowledge and experience

are important for our successful future. In the years to come, we aim to strengthen the strategic mission of the Triglav Group – to create a safer future.

I am convinced that you, the chosen few of the first generation of the Triglav International Business Academy, are well deserving of the high quality, planned and in-depth training which will be delivered to you by renowned professors from the Faculty of Economics along with other experts from Slovenia and abroad. I am positive that knowledge is a company's investment which always brings the highest yield. If we want to keep up with the times and withstand tough economic conditions, knowledge is what we need the most. For that reason, I hope that your attendance at the Triglav International Business Academy will open doors to new possibilities and ideas as well as broaden your business horizons, while also helping you to achieve your goals, be it the efficient discharge of your managerial functions or the fulfilment of highly expert tasks that lie ahead of you.

I am pleased to welcome to the Triglav International Business Academy a wide range of students from the Triglav family. I wish you all success in your work and that it will lead to knowledge, experience and self-confidence. These three elements will enable us to follow our mission, a mission in which we all believe. I invite all of you to together continue to create a safer future! Vivat, crescat, floreat!

Matjaž Rakovec,

President of the Management Board of Zavarovalnica Triglav, d.d.

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Programme Director
of the Triglav International Business Academy

Professor Janez Prašnikar, PhD, Faculty of Economics in Ljubljana

Janez Prašnikar, PhD, is a full-time professor at the Department of Economic Theory and Politics at the Faculty of Economics in Ljubljana and Head of the Master's Programme in Management and Organisations for both full-time and part-time studies. His fields of research are micro economy and business economics, economies in transition, the behaviour of firms, the labour market and change management.

Janez Prašnikar, PhD, has written many articles and books. He is also a member of different international organisations. He has been a president and a member of several supervisory boards of Slovenian companies and is actively participating in the transition of the Slovenian economy. He is also the president of the Portorož Business Conference Programme Committee.

The purpose of the training:

- To build students' abilities to successfully carry out expert and managerial tasks in the parent company and in the Triglav Group.
- To impart detailed knowledge of individual operating areas of the Triglav insurance company and the Triglav Group.
- To develop intercultural communication within the Triglav Group.

Type and organisation of the training:

- Eight substantively well-rounded modules, which together make up a comprehensive whole.
- Each module has two course leaders: the external one is usually from the Faculty of Economics in Ljubljana or a foreign education institution, whereas the internal one is from Zavarovalnica Triglav. The lectures are delivered by members of the senior management of Zavarovalnica Triglav as well as professors and advisors from Slovenia and abroad.
- The training modules consist of 12 to 18 lessons and evening presentations of subsidiary insurance companies of the Triglav Group.
- The venue of the Triglav International Business Academy is the Ambient Hotel in Domžale.

Training methods:

- The main method involves interactive work between the course leaders and the students.
- The external course leaders give priority to case studies, whereas the internal ones are dedicated to existing solutions in Zavarovalnica Triglav and practical experience. Another module includes the SOFIA business game.
- Before completing the training, the students prepare group project assignments dealing with actual business challenges facing the Triglav Group which are related to the study subjects.
- In the last module, the students present their project assignments to the Management Board of Zavarovalnica Triglav.

Course: STRATEGIC OVERVIEW OF INSURANCE IN A GLOBALISED FINANCIAL SYSTEM

Module date: 15 - 16 October 2010

Leading lecturers: Matjaž Rakovec, Arnoud Boot, PhD

Friday, 15 October 201	0 (9.00 - 21.30)
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Janez Prašnikar, PhD, Faculty of Economics, Ljubljana
Arnoud Boot, PhD, Amsterdam University
Arnoud Boot, PhD, Amsterdam University
Janez Prašnikar, PhD, Faculty of Economics, Ljubljana
A short introduction to Triglav, Zdravstvena zavarovalnica, d.d., Koper

Saturday, 16 October 2010 (9.00 - 13.30)

Competitive Advantages and Strategic Positioning of the	
Triglav Group (4 hours)	

Matjaž Rakovec, Zavarovalnica Triglav, d.d. Igor Stebernak, Zavarovalnica Triglav, d.d.

MODULE 2

Course: SOFIA BUSINESS GAME (Simulation of Financial and Insurance Administration)

Module date: 11 - 13 November 2010

SOFIA - Part 5 (3 hours)

Leading lecturers: Kurt Verweire, PhD, Steven Carchon PhD

SOFIA - Part 1 (4 hours)	Kurt Verweire, PhD, Steven Carchon PhD, Vlerick Leuven Gent Management School
Friday, 12 November 2010 (9.00 - 2	1.30)
SOFIA - Part 2 (3 hours)	Kurt Verweire, PhD, Steven Carchon PhD, Vlerick Leuven Gent Management School
SOFIA - Part 3 (3 hours)	Kurt Verweire, PhD, Steven Carchon PhD, Vlerick Leuven Gent Management School
Project assignments (1 hour)	Janez Prašnikar, PhD, Faculty of Economics, Ljubljana
Evening programme (2 hours)	A short introduction to Triglav Osiguranje, d.d., Zagreb
Saturday, 13 November 2010 (9.00	- 18.00)
SOFIA - Part 4 (3 hours)	Kurt Verweire, PhD, Steven Carchon PhD, Vlerick Leuven Gent Management School

Kurt Verweire, PhD, Steven Carchon PhD, Vlerick

Leuven Gent Management School

Course: MARKETING IN INSURANCE

Module date: 10 - 11 December 2010

Leading lecturers: Andrej Slapar, Irena Vida, PhD

Friday, 10 December 2010 (9.00 - 21.30)

Marketing in Insurance (6 hours)	Irena Vida, PhD, Faculty of Economics, Ljubljana
Marketing Strategy of ZavarovalnicaTriglav, d.d. (2 hours)	Andrej Slapar, Boštjan Vovk, Zavarovalnica Triglav, d.d.
Project assignments (1 hour)	Janez Prašnikar, PhD, Faculty of Economics, Ljubljana
Evening programme (2 hours)	A short introduction to Triglav Kopaonik, a.d.o., Beograd

Saturday, 11 December 2010 (9.00 - 14.00)

Marketing and Sales Management (Life Insurance) in Zavarovalnica Triglav, d.d. (1 hour)	Andreja Pelc, Zavarovalnica Triglav, d.d.
Marketing and Sales Management (Non-Life Insurance) in Zavarovalnica Triglav, d.d. (1 hour)	Janka Planinc, Zavarovalnica Triglav, d.d.
Strategic Brand Management (2 hours)	Suzana Panova Nikiforova, MSc, University American College Skopje

MODULE 4

Course: ASSET MANAGEMENT AND RISK MANAGEMENT

Module date: 14 - 15 January 2011

Leading lecturers: Igor Lončarski, PhD, Matej Marinč, PhD

Friday, 14 January 2011 (9.00 - 21.30)

Asset Management (4 hours)	Igor Lončarski, PhD, Faculty of Economics, Ljubljana
Risk Management (4 hours)	Matej Marinč, PhD, Faculty of Economics, Ljubljana
Project assignments (1 hour)	Janez Prašnikar, PhD, Faculty of Economics, Ljubljana
Evening programme (2 hours)	A short introduction to Triglav BH Osiguranje, d.d., Sarajevo

Saturday, 15 January 2011 (9.00 - 13.30)

Asset Management in Zavarovalnica Triglav, d.d. (2 hours)	Uroš Ivanc, MSc, Zavarovalnica Triglav, d.d.
Risk Management in Zavarovalnica Triglav, d.d. (2 hours)	Mojca Piškurić, PhD, Zavarovalnica Triglav, d.d.

Course: MANAGING, ACCOUNTING AND CONTROLLING AN INTERNATIONAL COMPANY

Module date: 11 - 12 February 2011

Leading lecturers: Igor Stebernak, Maja Makovec Brenčič, PhD

Friday, 11 February 2011 (9.00 - 22.00)

Activity-Based Costing (2 hours)	Alexander Mersereau, PhD, HEC Montréal
Activity-Based Management (2 hours)	Alexander Mersereau, PhD, HEC Montréal
Key Performance Indicators for an Insurance Company (2 hours)	Alexander Mersereau, PhD, HEC Montréal
Entry Strategy to Foreign Markets (2 hours)	Maja Makovec Brenčič, PhD, Faculty of Economics, Ljubljanas
Internationalisation Models (2 hours)	Maja Makovec Brenčič, PhD, Faculty of Economics, Ljubljana
Evening programme (2 hours)	A short introduction to Triglav Krajina Kopaonik, a.d., Banja Luka

Saturday, 12 February 2011 (9.00 - 14.30)

Internationalisation of Zavarovalnica Triglav, d.d., and Management of the Triglav Group (2 hours)	Igor Stebernak, Zavarovalnica Triglav, d.d.
Business Review of The Triglav Group Based on Business Performance Indicators (1 hour)	Tomaž Žust, Zavarovalnica Triglav, d.d.
Financial Statements of Insurance Companies (1 hour) Consolidation (1 hour)	Tina Cvar, Zavarovalnica Triglav, d.d. Vesna Dolenc, Zavarovalnica Triglav, d.d.

MODULE 6

Course: REINSURANCE, OPERATIONAL EXCELLENCE, IT AND HUMAN RESOURCE MANAGEMENT

Module date: 10 - 12 March 2011

Leading lecturers: Andrej Knap, MSc, Fridtjof Detlefs

Thursday, 10 March 2011 (13.00 - 22.00)

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Introduction to Reinsurance (4 hours)	Prof. Stefan Materne, Cologne University of Applied Sciences
The Financial Crisis and its Impact on the (Re-) Insurance	Prof. Stefan Materne, Cologne University of

The Financial Crisis and its Impact on the (Re-) Insurance Industry (2 hours)

Evening programme (2 hours)

Prof. Stefan Materne, Cologne University of Applied Sciences

A short introduction to Pozavarovalnica Triglav RE, d.d.

Friday, 11 March 2011 (9.00 - 21.30)

Understanding Connections Between HR, Operations,
Corporate Strategy and IT (2 hours)

Managing Processes in Insurance (2 hours)

Design of IT in the Logic of Insurance Service (2 hours)

Building a Competitive Advantage Through HRM (4 hours)

Evening programme (2 hours)

Fridtjof Detlefs, IBM

Fridtjof Detlefs, IBM

Nada Zupan, PhD, Faculty of Economics,
Ljubljana

Evening programme (2 hours)

A short introduction to Vardar Osiguruvanje,
a.d., Skopje

Saturday, 12 March 2011 (9.00 - 14.30)

Business Process Management and Information
Technology in Zavarovalnica Triglav, d. d. (2 hours)

HRM Strategy of Zavarovalnica Triglav, d.d. (2 hours)

Vladimir Mišo Čeplak, MSc, Zavarovalnica Triglav, d.d.

Triglav, d.d.

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Course: THE ROLE OF INTERNATIONAL MANAGERS AND EXPERTS

Module date: 15 - 16 April 2011

Leading lecturers: Vladimir Mišo Čeplak, MSc, Hank Fieger

Friday, 15 April 2011 (9.00 - 21.30)

Cross-Cultural Management and Communication (2 hours)

Being a Successful and Social Responsible Manager (2 hours)

Managing Oneself Before Managing Others (2 hours)

Hank Fieger, EADA Barcelona

Having a Successful Performance (4 hours)

Barica Blenkuš, Svetilnik, d.o.o, Ljubljana

Evening programme (2 hours)

A short introduction to Lovćen Osiguranje, a.d., Podgorica

Saturday, 16 April 2011 (9.00 - 14.30)

International Managers in the Triglav Group (2 hours)

Vladimir Mišo Čeplak, MSc, Boris Žnidarič, PhD, Zavarovalnica Triglav, d.d.

Expectations and Commitments (1 hour)

Experiences of an Expatriate in Macedonia (1 hour)

Project assignments (1 hour)

Janez Prašnikar, PhD, Faculty of Economics, Ljubljana

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MODULE 8

Course: PRESENTATION OF PROJECT ASSIGNMENTS AND CONCLUSION OF THE COURSE

Module date: 27 May 2011

Leading lecturers: Matjaž Rakovec, Janez Prašnikar, PhD

Friday, 27 May	v 2011	(9.00 - 1	3.00
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Introduction Janez Prašnikar, PhD, Faculty of Economics,

Ljubljana

Presentations of project assignments (3 hours) Project Groups

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Conclusion Matjaž Rakovec, Zavarovalnica Triglav, d.d.

List of participants

Kenan Ašćerić, Triglav BH Osiguranje, d.d., Bosnia and Herzegovina Jaka Borštnar, Zavarovalnica Triglav, d.d., Slovenia David Capuder, TRI-PRO, d.o.o., Slovenia Julija Čeru, Zavarovalnica Triglav, d.d., Slovenia Gorazd Gärtner, Zavarovalnica Triglav, d.d., Slovenia Mateja Grabner, Zavarovalnica Triglav, d.d., Slovenia Saša Hojker, Zavarovalnica Triglav, d.d., Slovenia Kerim Hrustanović, Triglav BH Osiguranje, d.d., Bosnia and Herzegovina Omar Husić, Triglav BH Osiguranje, d.d., Bosnia and Herzegovina Anže Koselj, Zavarovalnica Triglav, d.d., Slovenia Mateja Kurent, Zavarovalnica Triglav, d.d., Slovenia Biljana Lukić, Triglav Krajina Kopaonik, a.d., RS, Bosnia and Herzegovina Igor Mačina, Triglav Osiguranje, d.d., Croatia Gregor Miklič, Zavarovalnica Triglav, d.d., Slovenia Marjeta Milanič, Triglav, Zdravstvena zavarovalnica, d.d., Slovenia Ivo Prlickov, Vardar Osiguruvanje, a.d., Macedonia Petar Purić, Triglav Kopaonik, a.d.o., Serbia Igor Radojević, Lovćen Osiguranje, a.d., Montenegro Ivana Radunović, Lovćen Osiguranje, a.d., Montenegro Klemen Rangus, Zavarovalnica Triglav, d.d., Slovenia Dario Sentić, Triglav Osiguranje, d.d., Croatia Peter Sitar, Zavarovalnica Triglav, d.d., Slovenia Daniel Stanko, Pozavarovalnica Triglav Re, d.d., Slovenia Martina Tomić, Triglav Osiguranje, d.d., Croatia Vladimir Trkulja, Triglav Krajina Kopaonik, a.d., RS, Bosnia and Herzegovina Nina Zorman, Zavarovalnica Triglav, d.d., Slovenia Andrijana Zrinji, Zavarovalnica Triglav, d.d., Slovenia Urška Zupančič, Zavarovalnica Triglav, d.d., Slovenia Mirjana Žutić, Triglav Osiguranje, d.d., Croatia



INTER SBUSINES MYACADE LAVTRIG TIONALINTERNA NESSBUSI DEN NALI TRIGLAV INTERNATIONAL BUSINESS ACADEMY 2010/2011 SBU MYACA IGLAVTR NATIO LAVTRIG TIONALINTERNA SBUSINES MYACAD A IGLAVTR NATIO NALINTER SBUSINES MYACADE LAVTRIG MYACADI