



Yazmin Oliveira

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It's an honor to be the guest editor for this issue focusing on "Industry Trends." We don't need to remind our readers how tough and challenging the economic climate has been in the past year. This issue explores how different industries are addressing the current economic challenges, how companies are seeking new opportunities with existing or limited resources, and how they are intensifying or improving their processes to enhance their competitive position. It's exciting that HR/HRIT professionals are actively engaged in this process, getting to do what they do best and helping their organizations meet and adapt to the changes required by these trying times.

In their article, Peter Howes and Mick Collins of Infohrm, provide practitioners practical advice on strategic staffing or workforce planning. They also highlight trends in a range of industries with regards to workforce challenges in "Building a Data-Driven Framework for Workforce Planning." In "The Upswing of Virtual Trade Shows and Learning Centers: Using Virtual Tools to Increase Productivity and Revenue," we learn from Denise Persson, ON24, how the technology, publishing and life science industries are leading in the development of virtual trade shows, learning centers and conferences to address industry-specific needs. There are a lot of benefits to going "virtual" aside from the sharing and immediacy aspects of it. In "Leveraging Online Benefits Enrollment Solutions to Meet HR Challenges in Today's Economic Climate," William Smith, Benefit Software, presents case studies from organizations in the health care, insurance/financial services and food and beverage industries describing how they are continuing to communicate the total value of employer-provided benefits and compensation while also delivering improved internal efficiencies. Charles Coy, Cornerstone OnDemand, shares industry trends and best practices discussed at a recent annual

client and partner conference. His article "Corporate Social Networks: Getting beyond the Hype" discusses the emerging use of social networking and Web 2.0 tools for talent management initiatives and provides examples of how organizations in different industries use or could use social networks.

I would like to thank our department editor, Bettina Rodriguez Flick, Meta4, who rounded up complementary articles from authors outside the United States who are respected leaders in their field.

In our Functional Focus column, Pamela Webb of Jobpartners talks about people management at a personal level and how to keep employees motivated during a financial downturn. In the Executive Corner column, Rosana Morillo, ArabellaStarwood, examines the role of HR as a strategic partner to support and influence decision-making in top management. The Global Perspective column by Jaime Garcia Cantero explores the world we live in now and what it means to HR. New in the Market features Gilles Bobichon of Dimo Gestion talking about the integration of their travel and trip expenses software with HR systems and the value it's adding to the HR business processes. In our Tech Notes column, Eduardo Fernandes Vieira, Meta4, explains in layman's terms how object orientation simplifies HR business process development and directly impacts XML data representation. We also have the In My Opinion, Book Review and The Back Page columns in this issue.

I hope you enjoy reading the articles and find them insightful. I have personally learned through the examples presented in these articles that an organization can avoid incurring costly measures by supplementing their existing tools and applications. HR professionals should be creative in finding solutions to challenges they face and making the most of their current human and technological resources.