



**Eurochambres  
Academy**

Professional Development  
for Senior Chambers of Commerce Executives

**27 June -  
2 July 2004**

**Bergen**

**Norway**

# Feedback from Academy participants



Up till now, more than 500 Chamber executives from across the world have joined the Academy, with great success and extremely positive feedback.

"The Academy was a remarkable experience. The opportunity to exchange experiences and have access to new tools, ideas and concepts will have a direct impact on my job agenda for this year and the next ones."

**José Augusto Coelho, Brazil**

"EUROCHAMBRES Academy is getting better every year! It's a very helpful tool for Chambers all over the world."

**Elena Dimakopoulou, Greece**

"Excellent value for money, gained new ideas from sharing and networking with other Chambers, good to be together with individuals who have experienced similar issues from the knowledge sector."

**Dawn Kennedy, United Kingdom**

"This has been an amazing experience!!!! Thanks for giving me this unique opportunity. Congratulations!!!"

**Rodrigo Perez Graziano, Argentina**

"Thank you! I can verify the Academy made a significant contribution in sharing a real European network!"

**Petr Bajer, Czech Republic**

"Well done by EUROCHAMBRES. This initiative is very essential to my network and knowledge of the CCI activities. I will definitely attend again and recommend every Chamber to come and get the most out of this!"

**Rien Hazeleger, the Netherlands**

"A perfect way to meet people with similar jobs, to create a new and valuable network. New ideas have also come to me during the Academy, how we can improve and widen our services and activities."

**Per Anders Lorentzon, Sweden**

"Very good opportunity to meet new colleagues from other chambers, making contacts, learning something new and useful and having a great time in a beautiful venue. Very good organisation, congratulations to EUROCHAMBRES."

**Maja Ferlinc, Slovenia**

"I am happy to attend such kind of event. I hope that the courses will help me to create new ideas and services. Everything was good. Thank you."

**Baris Topal, Turkey**

"A very enjoyable experience, highly recommended."

**Mark Rayner, United Kingdom**

# Contents

EUROCHAMBRES Summer Academy 2004	p3-4
Schedule of Activities	p5
Courses and Modules on Offer	p6-10
The Faculty	p11
How to Apply, Costs and Other Practical Details	p12
Application Form	p13

## WHAT IS EUROCHAMBRES SUMMER ACADEMY 2004?

A full immersion course offering 6 days of intensive training and networking in an informal and stimulating environment.

The Summer Academy 2004 will build on the successful experience from previous events in Menthon Saint Bernard (France, 2004), Viña del Mar (Chile, 2003), Bled (Slovenia, 2003), Annecy (France, 2003), Sigtuna (Sweden, 2003), Visegrad (Hungary 2002), Westerham (Germany, 2002), Schloß Hernstein (Austria, 2001) El Escorial (Spain, 2000), Varese (Italy, 1999) and Westerham (Germany, 1998). Over 500 Chamber Executives from across Europe and beyond have joined the Academy, and more continue to do so year after year.

# EUROCHAMBRES

is proud to present the Summer Academy 2004

## WHY PARTICIPATE?

### To strengthen your Chamber

The training programme is designed to offer a well-rounded education in Chamber management. While participants take practical courses in core management issues, the programme also offers modules and optional courses that give participants a chance to focus on individual educational needs as a Chamber professional. Throughout the programme you will be able to benchmark your activities against those of 65 other Chambers. You will leave the Academy with a great deal of knowledge to maximise your Chamber's performance.

### To widen your network

Special emphasis is put on developing interpersonal relationships between the various participants. Additional events are organised both at the centre and in the surrounding area to ensure that useful and beneficial contacts can be developed for the future. You will leave the Academy with a wide range of personal contacts in Chambers throughout Europe and beyond, and in a better position to maximise future opportunities jointly.

### To exchange views and best practices

EUROCHAMBRES has launched an Academy Alumni Forum. Through an interactive web-site, all past, present and future Academy participants will have the possibility to continue their networking activities: search for partners, exchange best practises, present new ideas. Upon registration you will receive a personal password.

For more details: [www.eurochambres.be/alumni](http://www.eurochambres.be/alumni).

## WHO SHOULD PARTICIPATE?

The Academy is targeted above all at senior executives of local, regional and national Chambers of Commerce and Industry from Europe and beyond.



## IMPORTANT NOTE

For maximum intensity the Summer Academy, is limited to 65 participants who work in small classes. The places will be allocated on a first-come-first-served basis.

*The deadline for applications to be received by EUROCHAMBRES is Monday, 10 May 2004*

## HOW IS ACADEMY ORGANISED?

### Course Participation

The focus of the Academy is on participation and dialogue - from you and the other participants. You will be asked by certain course leaders to prepare yourself in advance, to give input in the course preparation, to bring cases studies from your Chamber. Individual classes are not bigger than 20-25 participants to ensure active participation by all.

### Content

The programme is structured around modules, core courses and optional courses, which rely on participants' own contributions, discussion and debate.

**-Modules:** The 3 modules concentrate more on specific functional and operational aspects of Communication, Soft Skills and Challenges for Chambers.

**-Core:** Participants are required to attend each of the 2 core subjects of general interest to all Chambers. Separate courses are offered for first and second or third year participants.

**-Optional:** In addition, there are optional courses on offer, from which you can choose 2 subjects of most interest to you. This allows you to tailor the week to meet your own specific needs.

### Course Leaders

Courses will be held by course leaders from different backgrounds: management consultants and trainers, academic teachers, Chamber executives from private and public law system. Some of the highly ranked course leaders from previous Academy events will participate again.

### Course Language

Academy 2004 will again operate in English only.

## THIS YEAR'S VENUE

In line with the Academy tradition, EUROCHAMBRES has identified a remarkable venue: Solstrand Fjord Hotel & Training Centre. The centre is located in Norway, 30 km from Bergen city and airport in a green environment of beautiful fjords and forests.

Solstrand Hotel and Bad offers meeting rooms equipped with the latest audiovisual facilities. The residential part of the centre offers comfortable bedrooms as well as spacious recreational lounges, a swimming pool, Jacuzzi, sauna, solarium, outdoor tennis, badminton, squash, etc. For this Academy, we will have private function rooms at our disposal, giving us full flexibility to create an ideal environment for discussion and concentrated learning.



# This year's programme...

	SUNDAY 27-6	MONDAY 28-6	TUESDAY 29-6	WEDNESDAY 30-6	THURSDAY 01-7	FRIDAY 02-7
Morning	Pick Up Service at Bergen Airport	Core Course 1	Module	Module	Optional Course 1	Optional Course 2
	Check in at Academy centre	Lunch	Barbecue	Lunch	Lunch	Lunch
Afternoon	Overview of CCI systems	Core Course 2	Module	Boat trip in the fjords	Key challenges for Chambers: Mini debate Session	Departure
Evening	Dinner	Networking Evening at Solstrand	Team Building	Dinner of local specialities in Bergen	Gala Dinner and Award of Certificate	

## IF YOU ARRIVE A DAY EARLY, OR STAY A DAY LATE...

It is probable that a number of participants will arrive a day early and/or stay an extra few days in Bergen or the surrounding area, for two good reasons: (1) to enjoy an extra day in a beautiful location, and (2) to avail of lower airfares by staying over a Saturday night. In either instance, please indicate to us - using the application form - that you are extending your stay. We will be happy to send you some suggestions concerning accommodation in the region, or sites of interest.



### └ Sunday, 27 June – Friday, 2 July

On Sunday a shuttle service will be organised for the participants at Bergen airport. You will be brought directly to the premises of Solstrand Hotel & Bad for registration. You will be offered a buffet-lunch and a drink and will be guided through the centre. In the afternoon an overview of the Chamber System will be presented to all participants.

On Monday all participants will follow 2 core courses on Chamber management. On Tuesday and Wednesday, these core courses will be followed by specialised modules reflecting specific interests and needs of the participants such as: Communication, Soft Skills, and Challenges for Chambers.

On Tuesday, we shall organise a barbecue in the garden during lunch and a team building activity in the early evening.

On Wednesday afternoon, a boat trip will be organised to Bergen. We shall navigate through the fjords and make a stop at Lysøen Island, where we shall have a picnic in the garden. You will also enjoy a visit at the Summer House of Ole Bull, the famous violinist.

After that we shall continue our cruise to Bergen where we shall have a dinner in a typical Norwegian restaurant.

The last two days will be devoted to the optional courses and a special Mini Debate Session on the key challenges for the Chambers.

To allow maximum participation and interaction, each course is scheduled to last for 3 hours, with a coffee break after 90 minutes.

On Friday, following lunch we will return you to Bergen Airport.

# Curriculum

| Overview of European chamber systems | Core Courses | Modules | Optional Courses |

## OVERVIEW OF EUROPEAN CHAMBER SYSTEMS

As an introduction to the Academy week, this course offers a rapid overview of the Chamber network, including all the essential ingredients – history, power and money... !

## PRE-ACADEMY PREPARATION

Please note that - as the Academy's relevance depends to a huge extent on your own active participation in the discussions - we will write to you well in advance suggesting how you might prepare for the courses you select, and also welcoming your suggestions to us about your own needs!

**It will greatly enhance the classes if you undertake the preparation proposed.**

## CORE (MANDATORY) COURSES

The core courses will take place on Monday.

Core courses C.1.1 - C.1.2 will be given to all new participants, divided into set groups of 15-20 people.

Core course C.2.1 - C.2.2 will be given to all those who attended any of the previous Academies.

The intention is that, by Tuesday, all participants should have a good knowledge of the general trends and challenges facing the Chamber network, and should also have begun to establish useful, personal relations with the other members of their group. Participants from the same country will - where possible - be split into different groups to ensure a maximum flow of information and expertise.

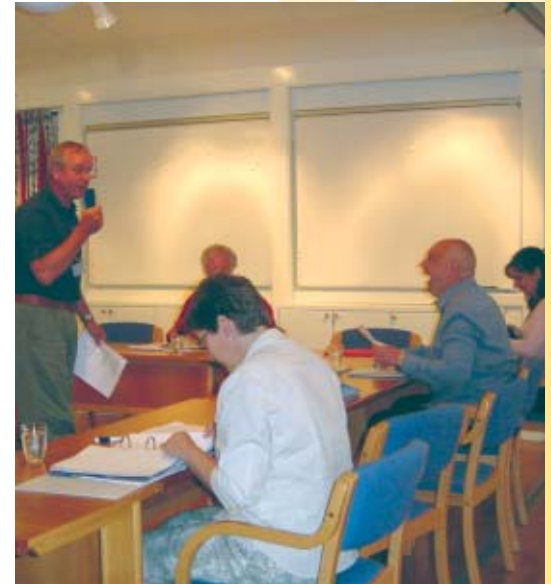
## MODULES

The 3 modules will be offered from Tuesday morning to Wednesday lunchtime (that is, each participant can choose 1 module composed of 3 courses, with each course scheduled to last 3 hours each).

## OPTIONAL COURSES

The optional courses will be offered on Thursday and Friday morning.

In applying for EUROCHAMBRES' Academy, participants are requested to rank their preferred choices. This may result in a number of optional courses being dropped from the Academy, if demand does not justify bringing a course leader for that subject.



# Core Courses

## CORE COURSES FOR PARTICIPANTS ATTENDING THEIR FIRST ACADEMY

### C1.1 STRATEGIC PLANNING FOR CHAMBRES

Many Chambers still operate on the basis of a loose and non-transparent plan. The formulation of a clear strategy and a business plan is essential for managing your Chamber successfully. This course will analyse different steps in the strategic planning process: from defining your mission statement to tracking and evaluating the impact of your strategy to ensure you achieve your goals.

### C1.2 CHAMBRES LEADERSHIP

Chambers face a more and more complex environment. The need for strong leadership throughout the Chamber network is clear. Participants have the opportunity to gain new insights regarding their own leadership styles and strengths. They acquire new skills to become more effective in having their viewpoints understood within a team context.

Elements include leadership styles, communication and listening skills, conflict negotiation skills, and problem solving through team building.

## CORE COURSES FOR VETERAN PARTICIPANTS

### C2.1 QUALITY MANAGEMENT FOR CHAMBRES

Increasingly, we are recognising the vital importance of representing the business viewpoint to excellent standards, of delivering only services of the highest quality to our members. We have also begun to appreciate the need to sell a quality image of ourselves, to associate - in the public mind - the terms "Chamber of Commerce and Industry" with "quality". This course will offer a self-assessment approach to determine priorities and objectives.

### C2.2 INTERCULTURAL MANAGEMENT

This course focuses on effective communication in a multicultural environment.

You will learn key features of culture that influence communication. Differences between cultures in relation to norms, values, visible behaviours and decision making will be addressed. Practical solutions to difficulties and respect for differences between cultures will be stressed throughout the session.



# Modules

| Communication | Soft Skills | Challenges for Chambers |

## MODULE 1 • COMMUNICATION

### CO.1 REPRESENTATION – SUCCESSFUL LOBBYING

This course will analyse the tactics, pitfalls, and options open to Chambers in representing, or lobbying for, the business point of view. Having formulated the Chamber's policy on a particular issue, how successful is your Chamber at "marketing" that position to the relevant authorities – at regional, national and international level?

### CO.2 LOBBY STRATEGIES FOR CHAMBERS

Bring your case to a professional! This session offers you the opportunity to analyse your lobby approach in depth working with an experienced lobbyist.

### CO.3 EFFECTIVE COMMUNICATIONS

A crash-course in Chamber Marketing! The session will cover online strategies, membership promotion, PR activities, effective "customer" loyalty management, creative use of databases, mail shots, press work, effective corporate events...

## MODULE 2 • SOFT SKILLS

### SS.1 MEETING MANAGEMENT

Feeling stuck in too many meetings? Don't you think you're losing your time? As a Chamber executive, you are often called to chair meetings – in small or large groups. The course will look into some techniques to increase the effectiveness of your meetings, such as maximising participants' involvement, handling conflict and building consensus, improving meeting preparations and follow up.

### SS.2 MAKING PRESENTATIONS WITH AN IMPACT

This course will provide you with practical methods for making a dynamic presentation – from identifying the aim of the speech to handling remarks and questions from the audience. During this session, you will be videotaped, and you will receive constructive feedback on your presentation strengths: how to convert nervous energy into effective gestures and speaking emphasis, how to become more consistent, creating a dynamic and credible way of speaking.

### SS.3 MANAGING AND MOTIVATING YOUR STAFF

This course demonstrates some proven, practical skills used to renew staff commitment, raise productivity and stimulate willingness to change. It discusses the context of the workplace and how it interacts with different behavioural styles and temperaments. Participants will learn techniques to communicate the expectations in order to achieve mutual understanding and motivation.

## MODULE 3 • CHALLENGES FOR CHAMBERS

### CH.1 ORGANISATIONAL DIRECTION

With the change in the business climate and demands on elected members' time outside their enterprise, sorting out Board/Staff roles has never been more critical to the effective operations of your organisation.

#### This program will cover...

Why board and staff relations can be increasingly confused, what corporate governance reforms might mean to you, how to get a Board Self-Assessment and fine-tune the relationships between Management and Elected Members for the benefit of your organisation and maximum efficiency.

### CH.2 CHANGE MANAGEMENT

In order to maintain their credibility, Chambers need to respond and adapt to a rapidly changing environment. This course will analyse the need for and the principles of change together with management implementation techniques to facilitate organisational change and continuous improvement.

### CH.3 MEMBER VALUE

Chambers do many things and cover all sectors, all company sizes, etc but... regarding what members want, what prospects want to know, how to evaluate what you do, is your Chamber really delivering? This course will challenge you to rediscover the basics of how you show chamber value.

# Optional Courses

## 0.1 PROJECT MANAGEMENT FOR CHAMBERS

This workshop will give you the set of tools necessary to manage local involvement in international projects. The whole session will be developed on the basis of a detailed example for a project of international scope and EU funded.

The course is most adapted for managers highly involved in local and regional roll-out and co-ordination of international projects. It calls for adequate preparation in view of maximum efficiency and immediate use -participants will receive guidelines in advance and will work on the same case to establish their local plan for their Chamber. The course will cover preparation of projects, organizational roll-out, mastering and monitoring the project, and evaluating the project.

## 0.2 EU POLICY UPDATE /TAKING STOCK ON ENLARGEMENT

This course will offer an insight into current key policy issues such as the integration of the New Member States, the European Constitution and the Lisbon Strategy. The impact of the enlargement on European business will already be evident, the discussions on the Constitution will be well advanced and the failures in our attempts to reach the Lisbon Goals become evermore apparent.

We will be analyzing both opportunities and threats for the business community. What role can Chambers play in these dossiers? What springs to mind: Disseminating information on the various assistance programmes of the EU, helping in the application of the Acquis Communautaire, building of networks to assist our members, making sure that the Chambers, that their members and the economy as a whole have their right place in Europe's legal framework, lobbying governments to fulfil their pledges towards reaching the Lisbon Goals... This is a course recommended to policy experts.



### 0.3 TRADE PROMOTION INITIATIVES FOR YOUR CHAMBER

This course will look at how innovative Chambers are updating traditional instruments Chambers have at their disposal to promote trade - trade missions and fairs, advisory services, export clubs and briefings, import associations, international data banks, cooperation agreements, training and language courses etc.

The session will review the technicalities of international trade, trends in the international trading environment, and provide insight into tools and best practices and a case-study workshop. A specific part of the session will be dedicated to diagnostic tools and support services that Chambers can offer to members.

### 0.4 ACCESS TO EU PROGRAMMES

Many European Chambers are involved in projects initiated and/or funded by the European Commission. This course will identify the major budget lines open to, or used by, Chambers. It will discuss the opportunities for Chambers and also some of the potential pitfalls. The course will seek to introduce some best practices on project design and proposal writing.

### 0.5 CHAMBER ARBITRATION

This session will give an overview of Alternative Dispute Resolution (ADR) mechanisms available to the member enterprises.

The course will focus primarily on arbitration and mediation as methods to solve commercial disputes, also presenting innovative services such as Online Dispute Resolution (ODR) methods. The session will then describe the activities of the Chamber of National and International Arbitration of Milan as a concrete example of how a Chamber of Commerce can effectively offer ADR and ODR services to companies and consumers.

Participants will also learn the recent developments (and the future trends) of EU legislation on ADR.

At the end of the course, managers will be capable of differentiating the services available and of advising members on the most suitable service for a specific situation. They will also be aware of the major practical and organizational implications in setting-up ADR services.

## KEY CHALLENGES FOR CHAMBERS

### MINI DEBATE SESSION

This session will build on the dynamics of the Academy well into the week and offers an excellent platform to practice public speaking as well as some of the lessons learnt from the courses. It offers to participants the opportunity to discuss issues of strategic importance to Chamber organisations, their management and future in the frame of short, open and lively debates moderated by courses leaders. When registering, participants will be invited to make their suggestions for the debates and can come forward as speakers as well even during the Academy itself. Speakers will choose to defend the pro or con of a motion such as

- Chambers' accountability: good or bad?...
- Chambers competition with local authorities: healthy or not?...
- If Chambers did not exist would you invent them?...
- Public and Private law – anything in common for Chambers?

# Faculty and Organisation

Below you will find some of the course leaders who have already confirmed their availability to come to the Summer Academy 2004. Further course leaders are being identified as the final programme takes shape.

## L Gerry Doyle



Gerry has been involved with Chambers for more than 10 years and is currently Executive Director of the Asia Ireland Chamber of Commerce based in Thailand and a Senior Policy Advisor on international trade to the Chambers of Commerce of Ireland. He was previously CEO of South Dublin Chamber in Ireland and has advised Chambers in Central Europe, Asia and Latin America.

## L Fiona McMahon



Fiona designs and presents management training and communication courses for European and International Institutions, educational establishments and the private sector. She also is an associate lecturer with the Open University.

## L Kip Lilly



Principal, Lilly Foresight Dynamics, a US based consultancy which provides consulting services for business, professional, trade and voluntary associations world-wide. The company specialises in strategic planning and organisational change.

## L Nigel Tomlinson



Nigel is Chief Executive of Sheffield Chamber of Commerce & Industry Group and a Director of British Chamber of Commerce Enterprise Ltd. He spent 15 years in International Trade and Corporate Strategy with British and US multinationals where he designed and implemented change management and continuous improvement programmes.

## L Stefan Pistauer



Stefan is Head of the Federal Economic Chambers of Austria within Austria's Permanent Representation to the EU, based in Brussels. He has worked at Austrian representations and Trade Commissions in Africa, Europe and the Middle East. He is a doctor in Law from the University of Salzburg. During his professional career Stefan has worked in a number of economic sectors including trade promotion and EU third country programmes.

## L Marc Devisch



Marc Devisch is the founder and CEO of both companies TQM SERVICE and SKILLS AT WORK. TQM SERVICE delivers innovative and creative professional advice. Service quality improvement, performance, personal development and strategic project management are core activities. Marc manages and coordinates the company's activities and is responsible for the networking contacts. For over 7 years Marc has been giving advice to private companies as well as public administrations.

# How to apply, costs and other practical details

Value for money, easy to apply... but apply early!

## VALUE FOR MONEY

The fee for EUROCHAMBRES Summer Academy 2004 is set at € 2,200.

This one-off fee covers everything, once you arrive in Bergen until you leave the following Friday with the shuttle service to Bergen Airport, including the following:

Full accommodation and meals  
Cultural and social programme

€ 1000

Conference rooms  
and training facilities  
Course material and documentation  
Course Leaders fees and costs

€ 900

Overall administration  
and overhead costs  
Local transportation costs

€ 300

## HOW TO APPLY

Complete the attached application form, and return it to EUROCHAMBRES Academy,

by fax: +32 (2) 280 01 91

by post: Avenue des Arts, 19 A-D 1000 Brussels, Belgium.

by e-mail: [devos@eurochambres.be](mailto:devos@eurochambres.be)

by on-line registration: [www.eurochambres.be](http://www.eurochambres.be)

## DEADLINES

**10 May** Deadline for return of application form to EUROCHAMBRES.

**24 May** Course confirmation from EUROCHAMBRES to successful applicants.

**13 June** Deadline for transfer of full fee to Academy account: 310-1215418-94

## CANCELLATIONS

If, for any reason, you must subsequently withdraw from attending the Academy, we must ask you to confirm this in writing to EUROCHAMBRES. Refunds will be given on the following basis:

### Cancellation notice

by	31 May	100%
between	1 June and 10 June	50%
and after	11 June	0%

## ANY OTHER QUESTIONS?

Please call **Sophie Devos**  
at EUROCHAMBRES +32 (2) 282 08 72  
or E-mail [devos@eurochambres.be](mailto:devos@eurochambres.be)





# Summer Academy 2004 - Application form

Please print legibly

To be returned to EUROCHAMBRES Academy,  
by fax: +32 (2) 280 01 91,  
by post to: EUROCHAMBRES, Avenue des Arts, 19 A-D, 1000 Brussels  
or by e-mail to devos@EUROCHAMBRES.be  
**no later than 10 May 2004.**

Mr  Ms

Family Name \_\_\_\_\_

First Name \_\_\_\_\_

Position \_\_\_\_\_

Organisation \_\_\_\_\_

Address \_\_\_\_\_

Tel \_\_\_\_\_ Fax \_\_\_\_\_ Mobile \_\_\_\_\_

E-mail \_\_\_\_\_

Web site \_\_\_\_\_

Please also attach (or send electronically) a clear passport photo and a summary c.v. (not more than 60 words) describing your background in Chambers. Based on your reply, we will publish a directory of participants for distribution in Bergen.

**Modules:** Rank the 3 modules on offer in order of preference.

#### Optional Courses:

Select the 4 optional courses of most interest to you, in order of preference. We will do our best to match your top 2 optional courses. However, if too few participants choose a course, we may have to omit it from the programme. In such cases, it is very important we know the other courses which appeal to you, to make the Academy as useful as possible for you.

#### Preferred module (module numbers and titles in order of preference):

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

#### Preferred optional courses (course numbers and titles in order of preference):

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

#### How did you first hear about EUROCHAMBRES Academy?

- Brochure  Website  
 Chamber Newsletter  Chamber colleague  
 Other \_\_\_\_\_

Arriving a day early in Bergen/surrounding area, or intending to stay an extra day at the end

- Please tick if you would like some suggestions concerning accommodation, restaurants, sights, attractions, etc.  
 We will be very pleased to send you useful information.



Avenue des Arts 19 A-D | B-1000 Brussels | Belgium  
Tel. +32 (0)2 282 08 50 | Fax +32 (0)2 280 01 91  
[www.eurochambres.be](http://www.eurochambres.be)

