





**EUROCHAMBRES**  
Central European  
Academy

**2004**





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This Central European Academy is organised under EUROCHAMBRES' CAPE III Programme,  
with the financial support of the European Union (PHARE – BSP programme)  
and in co-operation with the Czech Chamber of Commerce and Industry

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CAPE is a Eurochambres initiative,  
financially supported by the European Union's PHARE programme.  
It aims at strengthening Chambers of Commerce and Industry in Central and  
Eastern Europe and increasing their involvement in the Accession process

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**Eurochambres  
Academy**

Professional Development for Senior Executive of  
Chambers of Commerce and Industry

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**06/11 June 2004**

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**Prague, Plzen**

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**Czech Republic**

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# Feedback from Academy participants



Up till now, 500 Chamber executives from across Europe have joined the Academy, with great success and extremely positive feedback. Please join us!

"Thank you for an excellent occasion for new information. I can verify the Academy made a significant contribution in shaping a real European Network."

**Petr Bajer, Czech Republic**

"The Academy is an excellent idea generator. Sharing of experience was very useful and it was a very good opportunity to make international contacts."

**Ladislav Krocek, Czech Republic**

"Excellent occasion to network. Excellent occasion to improve my skills and knowledge. I learnt so much from people around me."

**Adrian Costea, Romania**

"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**

"The Academy is an event which inspires you with new ideas for your chamber."

**Katarzyna Grzejszczyk, Poland**

"The best organised event I have ever attended."

**Joanna Kupla, Poland**

"EUROCHAMBRES Academy charged our batteries with energy and enthusiasm. I am eager to implement a lot of new ideas and concepts I have obtained from the course leaders and other participants."

**Iuliana Klebleev, Romania**

"It was great to meet people with the same goal, with the same problems and try to solve them together."

**Elina Kucinskaite, Lithuania**

"The Academy is also a great opportunity to find new partners for projects, to share and learn multicultural behaviours and to have the feeling of belonging to the same big chamber family."

**Dagmar Matejkova, Czech Republic**

"I took part for the second time and I still could gain a lot of valuable information and contacts. It motivates me for my future work."

**Maria Stark Tenyine, Hungaria**



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Academy is EUROCHAMBRES' top range development programme for Chambers' middle and senior management. It offers 5 days of intensive training and networking in an informal and stimulating environment. The Academy is organised around a series of core courses for all participants on broad Chamber issues, and optional courses, which reflect specific interests and needs within the Chamber of Commerce network. As a participant, you can design your own tailor-made programme, to ensure Central European Academy 2004 is a worthwhile investment for your personal development and for the development of your Chamber.

Central European 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), Westerham (Germany, 2002), Schloß Hernstein (Austria, 2001) El Escorial (Spain, 2000), Varese (Italy, 1999) and Westerham (Germany, 1998).

Based on the work carried out under CAPE programmes, the Academy in Plzen also takes into account the specific environment in Central Europe.

# EUROCHAMBRES

is proud to present the Central European 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, Academy also offers 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 60 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 Central 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 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 Central European Academy is targeted above all at senior executives of local, regional and national Chambers of Commerce and Industry from the Central European candidate countries, but other Chambers can also join the event.

EUROCHAMBRES will financially support – through the CAPE programme – 60 participants. These places will be allocated through a selection process (explained below).

Additional – non-subsidised – places will be available to other Chambers of Commerce from different countries. These will be allocated on a first-come first-served basis, with priority given to senior executives.

## EUROCHAMBRES' CAPE Programme

CAPE – CHAMBERS' ACCESSION PROGRAMME FOR EASTERN EUROPE – is a EUROCHAMBRES initiative, financially supported by the European Union's PHARE programme. It aims at strengthening Chambers of Commerce and Industry in Central and Eastern Europe and increasing their involvement in the accession process.

For more details:  
<http://www.eurochambres.be/activities/cape.shtml>



## HOW IS THE 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 "core" and "optional" courses, both of which rely on participants' own contributions, discussion and debate. Each year the course menu is updated to reflect current trends in Chamber development.

**-Core:** Participants are required to attend each of the 4 core subjects of general interest to all Chambers. Separate courses are offered for first and second year participants.

**-Optional:** In addition, there is a wide range of optional courses on offer, from which you can choose 4 subjects of most interest to you. This allows you to tailor the week to meet your own specific needs. The optional courses concentrate more on specific functional and operational aspects of Chamber management.

### Class Duration

There are 24 hours of instruction per participant during the week, organised in 8 classes of 3 hours each. Participants have 12 hours for core courses and 12 hours for optional courses.

### Course Leaders

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

### Course Language

Academy 2004 will again operate in English only.

## IMPORTANT NOTE

Only 60 places are available at the Academy 2004.

*The deadline for applications  
to be received by EUROCHAMBRES is  
Friday, 23 April 2004.*

## THIS YEAR'S VENUE

In line with the Academy tradition, EUROCHAMBRES has yet again identified a remarkable venue: the Congress Et Golf Hotel Darovansky dvur. The Resort is located in the beautiful and peaceful countryside of the natural preserve Horní Berounka near the city of Plzen. It is just 80 km from Prague international airport.

The resort offers comfortable rooms, all meeting facilities and a wide range of facilities, including golf course, tennis courts, indoor heated swimming pool, beautiful summer terrace, etc (See also [www.darova.cz](http://www.darova.cz)). For this Academy, we have the entire hotel at our disposal, giving us full flexibility to create an ideal environment for discussion and concentrated learning.

## What about new Academy Programme?

In 2003, EUROCHAMBRES has extended the programme by offering a number of activities under the Academy flag. The Academy Forum offers shorter and more focused Chamber training programmes targeting specific profiles within the Chamber network.

Through an interactive web-site, the Academy Alumni Forum, 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, etc.

The Academy Team will keep you updated on these activities.



# This year's programme...

	SUNDAY 6-6	MONDAY 7-6	TUESDAY 8-6	WEDNESDAY 9-6	THURSDAY 10-6	FRIDAY 11-6
09.00 -12.30		Core Course 1	Core Course 3	Optional Course 2	Optional Course 3	Optional Course 5
12.30-14.00		Lunch	Lunch	Lunch	Lunch	Lunch
14.00 -17.30	Pick Up Service at Prague Airport	Core Course 2	Core Course 4	Open Forum Session Visit to Prague	Optional Course 4	Departure
18.00	Dinner at the Hotel	Dinner at the Hotel	Team Building and Barbecue	Dinner in Prague	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 Plzen, Prague or the surrounding area to enjoy an extra day in a beautiful location. 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, 6 June

A shuttle service will be organised for the participants from Prague airport. You will be brought directly to the Hotel Darovansky dvur for registration. You will be guided through the centre and in the evening offered a welcome buffet.

### └ Monday, 7 June – Friday, 11 June

To allow maximum participation and interaction, each course is scheduled to last for 3 hours, with a coffee break after 90 minutes. In effect, this means that you will have two full courses per day, with the exception of Wednesday and Friday, which are half days. The four core courses will take place on Monday and Tuesday. After that, you will follow the optional

courses you have chosen on Wednesday morning, Thursday all day, and Friday morning.

In addition, we are scheduling an Open Forum session on Wednesday during/after lunch, to give you the opportunity to address your peers on specific projects/initiatives and services you would like to present or for which you are seeking partners.

In the evenings, we have arranged social and recreational activities, all of which are entirely optional, but conducive to networking.

### Friday afternoon, 11 June

Following lunch we will return you to Prague international airport.

# Curriculum

| Pre-Academy Preparation | Core Courses | Optional Courses |

## 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 at the start of the week, on Monday and Tuesday

## OPTIONAL COURSES

The 12 optional courses will be offered from Wednesday morning to Friday lunchtime (that is, each participant can choose 4 courses, with each course scheduled to last 3 hours each). 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.

Please make sure to build a balanced programme, based on your personal needs and the needs of your Chamber.



# Core Courses

| Internal and external trends | Taking stock on enlargement | Strategic planning | Intercultural management |

## C1 INTERNAL AND EXTERNAL TRENDS IN THE CHAMBER NETWORK

During the first part of the course an overview of the Chamber Network will be provided. Different Chamber systems will be analysed and discussed. The second part of the course will examine the critical changes taking place in the external environment. How are Chambers meeting the competitive challenge of today's turbulent business environment and how do Chambers operate and approach the increasing trends towards both globalisation and regionalism?

## C2 TAKING STOCK ON ENLARGEMENT

This course will offer an insight into the impact of the enlargement on European business.

We will be analyzing both opportunities and threats for the business community.

Which will be the further challenges shaped by the political, economic and institutional transformation and adjustment to the *acquis communautaire*, as reflected in the negotiation process? And what can you, as a Chamber of Commerce, do in this regard?

## C3 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.

## C4 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.

## Wednesday, 9 June – Special Programme

13.00–14.00  
OPEN FORUM SESSION

This Forum will offer you a unique opportunity to:

- present projects you are initiating, for which you would like some international partners.
- introduce a new service, which has proved itself very useful.
- share experiences on a completed activity that has been very successful.

14.15–23.00  
VISIT TO Prague

In the afternoon, all participants will have the possibility to join an optional visit to Prague. A tour will be organised. In the evening a dinner will be hosted by the Czech chamber of Commerce in Prague.



# Optional Courses

## CHAMBER MANAGEMENT & ORGANISATION

### 0.1 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.

### 0.2 MOVING ONLINE WITH CHAMBERS

The course will look at the impact of new technologies on Chamber services: creating virtual markets, developing ADR (Alternative Dispute Resolution Mechanism), design of new trade promotion tools, etc. Participants will analyse how to decide which products and services are appropriate to deliver online, including considerations such as legal implications and technical requirements. The course will gather best practices from around the Chamber network and various case studies such as the AESOP system - 3rd Generation Portal will be discussed.

### 0.3 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.

### 0.4 MAKING EFFECTIVE PRESENTATIONS

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.

### 0.5 MEASURING THE QUALITY STANDARDS OF YOUR CHAMBER

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. The session is above all recommended to quality experts.



### 0.6 CHAMBER 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.

### 0.7 CHAMBER PUBLIC RELATIONS AND COMMUNICATIONS

Regardless of whether a Chamber is private or public law, it is vital that each Chamber projects a consistently good image of itself, of its activities and members, of its views, of its representativity, of its ambitions for the future. The course will analyse the tools of effective PR and communication with different target groups: members, governments, local authorities, committee members, media, etc.

## CHAMBER SERVICES & REPRESENTATION

### 0.8 MEMBERSHIP PROMOTION

A crash-course in Chamber Marketing! Which are the latest and most successful techniques for attracting and retaining new members to your Chamber. Examples will be given of effective "customer" loyalty management, creative use of databases, mail shots, incentive schemes and staff responsibilities.

### 0.9 HELPING SMALL BUSINESSES & START UPS

Small businesses are the largest segment of Chamber membership and one of the most important and yet fragile segments of the economy. More than ever Chambers will need to provide hands-on services and consultancy to SMEs. This course will identify some of the more successful Chamber initiatives, and help you plan and implement a comprehensive SME development policy for your Chamber.

### 0.10 NETWORKING OPPORTUNITIES FOR MEMBERS

As a member of a Chamber of Commerce, one of the major benefits for a company is the opportunity to network with other businesses. All Chambers offer networking opportunities – breakfast briefings, business after hours, lunches, and social occasions. This course will look at some of the more successful networking events organised by Chambers in detail, drawing the best practices from them.

### 0.11 GENERATING INCOME

Money, money, money... In 90% of the cases, senior executives refer to the lack of money as the key barrier to developing their Chambers. The course will look into best practises on income generating services and into techniques to optimise your membership income.



## 0.12 EUROPEAN COMMISSION FUNDED PROJECTS AND PROJECT DESIGN

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. The session is above all recommended to quality experts.

## 0.13 REPRESENTATIONS - 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?

## 0.14 EUROPEAN REGIONAL POLICY

A crucial aspect in the enlargement process is the design of a regional policy in a Union of 27 countries. Who will get what under the structural funds? How does it work today (ISPA, SAPARD, ESF, ...)? Is there a role for Chambers of Commerce?

## 0.15 TRADE PROMOTION INITIATIVES FOR YOUR CHAMBER

This course will look at how innovative Chambers are updating traditional instruments they have 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.



# Faculty and organisation

Below you will find some of the course leaders who have already confirmed their availability to come to Central European Academy 2004. Further course leaders are being identified as the final programme takes shape. EUROCHAMBRES will keep you updated through our Academy web site: [www.eurochambres.be/activities/academy\\_ce.shtml](http://www.eurochambres.be/activities/academy_ce.shtml)

## └ Arnaldo Abruzzini



Arnaldo has been Secretary General of EUROCHAMBRES since 1999. Prior to that, he was Managing Director of Mediacamere, the Italian Chamber company for Communication, Information and Promotion. With a background in business and finance, Arnaldo has been working in the private industry for several years.

## └ 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, teaching undergraduate and graduate degree courses in psychology and education.

## └ Gerry Doyle



Gerry has been involved with Chambers for more than 13 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.

## └ 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.

## └ Stefan Pistauer



Stefan is the Head of the Federal Economic Chamber 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 of 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.

# How to apply, costs and other practical details

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

## VALUE FOR MONEY

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

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

Full accommodation and meals  
Cultural and social programme

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

Overall administration and overhead costs  
Local transportation costs

Personal telephone/fax costs and bar expenses need to be covered you.

However, EUROCHAMBRES is making available 60 scholarships of € 1,850 each – using the EC funded CAPE programme. These scholarships will be available to candidates from the 10 Central European candidate countries only. Participants selected with a scholarship will therefore pay only € 350 and their travel to Prague will be reimbursed. Other participants will pay the full € 2,200 fee and their travels to Prague.

## HOW TO APPLY

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

**by fax:** +32 (2) 230 00 38

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

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

**by on-line registration:** [http://www.eurochambres.be/activities/academy\\_ce.shtml](http://www.eurochambres.be/activities/academy_ce.shtml)

## DEADLINES

**23 April** Deadline for return of application form to EUROCHAMBRES.

*This will enable us to clearly identify the optional courses that are most in demand, and to help course leaders to prepare properly*

**30 April** Course confirmation from EUROCHAMBRES to successful applicants.

**14 May** Deadline for transfer of fee to Academy account: 310-1215395-71.

## ANY OTHER QUESTIONS?

Please call

Julie Hertsens or Christiane Maegerman

at EUROCHAMBRES +32 (2) 282 08 81

or E-mail [hertsens@eurochambres.be](mailto:hertsens@eurochambres.be)  
[maegerman@eurochambres.be](mailto:maegerman@eurochambres.be)

## SCHOLARSHIP CRITERIA

The 60 scholarships will be allocated among the applicants, based on the following criteria:

- Geographic balance
- Position of the candidate in the Chamber
- Language capacity of the candidate
- Involvement in CAPE activities
- Motivation of the candidate, as expressed in the application form

The selection will be carried out by EUROCHAMBRES, in close consultation with the CAPE Liaison Officers.

## 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	3 May	100%
between	4 May and 10 May	50%
and after	10 May	0%

## REFERENCES

You would like to speak to a former participant to check Academy value? We'll provide you with a list of references from your country on request.

# CE Academy 2004 – Application form

Please print legibly  
Be no later than 23 April 2004

To be returned to EUROCHAMBRES Academy, by fax: +32 (2) 230 00 38,  
by post to: EUROCHAMBRES, Avenue des Arts 19 A-D, 1000 Brussels,  
or by e-mail to hertsens@EUROCHAMBRES.

Mr                       Ms

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

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

Position/Title \_\_\_\_\_

Chamber \_\_\_\_\_

Address \_\_\_\_\_

Tel \_\_\_\_\_

Fax \_\_\_\_\_

Mobile \_\_\_\_\_

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

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

I wish to apply for a CAPE Scholarship of € 1,850

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 Plzen.

### Optional Courses:

Select the eight optional courses of most interest to you, in order of preference. We will do our best to match your top four 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 optional courses (course numbers and/or titles in order of preference):

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

6. \_\_\_\_\_

7. \_\_\_\_\_

8. \_\_\_\_\_

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

Brochure

Website

Chamber Newsletter

Chamber colleague

Other \_\_\_\_\_

Arriving a day early in Prague/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.

# Scholarship form

To be completed only by those applicants wishing to apply for a CAPE-scholarship, whose Chamber is based in one of the 10 Central European candidate countries (Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, Slovenia).

This form will be used as a reference in the allocation of scholarships. EUROCHAMBRES may ask for additional information when required.

**1. Your Chamber – please describe the main features of your Chamber: membership, internal structure and activities, main objectives.**

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**2. Your Role in the Chamber – please describe your responsibilities in the Chamber. Be as concrete as possible.**

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**3. Main Achievements – please outline which has been your main achievement while working for the Chamber**  
(e.g. introducing a new service, reorganising the Chamber, increasing the membership, etc.)

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**4. Your Motivation – please explain in detail why you wish to participate in the Central European Academy 2004.**

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# Your contacts

Country	Chamber	Phone & Fax	E-mail
<b>Bulgaria</b>	Bulgarian Chamber of Commerce and Industry <i>Mrs Mariana Stefanova</i>	+ 359 2 9872538 + 359 2 9873209	bcentre@bccr.bg
<b>Czech Republic</b>	Economic Chamber of the Czech Republic <i>Ms Adéla Vychodilova</i>	+ 420 224 096 356 + 420 224 096 227	vychodilova@komora.cz
<b>Estonia</b>	Estonian Chamber of Commerce and Industry <i>Ms Kristina Tshistova</i>	+ 372 6 448 079 + 372 6 460 245	kristina@koda.ee
<b>Hungary</b>	Hungarian Chamber of Commerce and Industry <i>Ms Szonja Bender</i>	+ 36 1 474-5143 + 36 1 474 5149	bender@mkik.hu
<b>Latvia</b>	Latvian Chamber of Commerce and Industry <i>Mr Arturs Dombrovskis</i>	+ 371 7 333228 + 371 7 820092	arturs@chamber.lv
<b>Lithuania</b>	Association of Lithuanian Chambers of Commerce, Industry and Crafts (ALCCIC), <i>Mr Vytautas Bite</i>	+ 370 2 612102 + 370 2 612112	vytautas.bite@chambers.lt
<b>Poland</b>	Polish Chamber of Commerce <i>Ms Wanda Katarzyna Grzejszczyk</i>	+ 48 22 6309628 + 48 22 8277345	katarzyna.grzejszczyk@kig.pl
<b>Romania</b>	Chamber of Commerce and Industry of Romania <i>Ms Liliana Deac</i>	+ 401 3229516 + 401 3229517	dre@ccir.ro
<b>Slovakia</b>	Slovak Chamber of Commerce and Industry <i>Mr Kristian Fodor</i>	+ 421 2 5413 11 36 + 421 2 5443 03 80	fodor@sopk.sk
<b>Slovenia</b>	Chamber of Commerce and Industry of Slovenia <i>Ms Metka Preseren</i>	+ 386 1 5898130 + 386 1 5898100	metka.preseren@gzs.si

