



Eurochambres' Central European Academy

27 September – 2 October 2003



Bled
—
Ljubljana
—
Slovenia

Feedback from previous Academy participants

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

Adrian Costea, Romania

"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

"Very good idea to bring the Academy to Central Europe."

Arthurs Dombrovskis, Latvia

"Very interesting and advanced themes presented. Excellent organization and interactive atmosphere."

Krassimira Sokolova, Bulgaria

"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 best organised event I have ever attended."

Joanna Kupla, Poland

"Well balanced high quality learning and socialising"

Lejla Medovic, Bosnia and Herzegovina

"Excellent occasion to network, improve my skills and chamber's knowledge."

Dana Agape Comsa, Romania

Untill now, 430 Chamber executives from across Europe have joined the Academy, with great success and extremely positive feedback. Please join us!



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Eurochambres is proud to present the second Central European Academy

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. 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 2003 is a worthwhile investment for your personal development and for the development of your Chamber.

Central European Academy 2003 will build on the successful experience from previous events in Sigtuna (Sweden, 2003), Visegrad (Hungary, 2002), 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, Academy in Bled also takes into account the specific environment in Central Europe. Over 430 Chamber Executives from across Europe and beyond have joined Academy, and more continue to do so year after year.

What about 2003 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.

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 other Chambers. You will leave 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 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 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

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. Additional - non-subsidised - places may be available to other Chambers of Commerce from different countries. Priority is given to senior executives.



How is Academy organised?

- **Course Participation** - The focus of 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 3 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 5 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 9 hours for core courses and 15 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 2003 will operate in English only.

This Year's Venue

In line with Academy tradition, EUROCHAMBRES has yet again identified a remarkable venue: the Hotel Ribno Bled (****). The hotel is located in a green environment near Bled Alpine lake surrounded by high peaks. It is just 30 km from Ljubljana international airport.

Hotel Ribno Bled offers comfortable rooms, all meeting facilities and a wide range of facilities, including sauna, tennis courts, recreational lounges, beautiful summer terrace, etc (see also www.hotel-ribno.si). 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.

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, see www.eurochambres.be/activities/cape



Important Note

Only 60 places are available at the Academy 2003.

The deadline for applications to be received by Eurochambres is **Friday, 15 August 2003.**

This Year's Programme

	Saturday 27 September	Sunday 28 September	Monday 29 September	Tuesday 30 September	Wednesday 1 October	Thursday 2 October
9.00 - 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 - 17.00	Pick Up Service at Ljubljana Airport	Core Course 2	Optional Course 1	Open Forum Session	Optional Course 4	Departure
				Visit to Ljubljana		
18.00	Dinner at the Hotel Ribno	Networking Evening in Bled	Team Building and Barbecue	Dinner in Ljubljana	Gala Dinner and Award of Certificates	

Saturday, 27 September

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

Sunday, 28 September - Thursday, 2 October

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 Tuesday and Thursday, which are half days. The three core courses will take place on Sunday and Monday morning. After that, you will follow the

optional courses you have chosen on Monday afternoon, Tuesday morning, Wednesday all day, and Thursday morning.

In addition, we are scheduling an Open Forum session on Tuesday 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.

Thursday afternoon, 2 October

Following lunch we will return you to Ljubljana international airport.

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 Bled, Ljubljana 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.



Central European Academy 2003 Curriculum

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, until Monday lunchtime.

New participants:

Core courses C.1.1 - C.1.3 will be given to all new participants, divided into set groups of 15-20 people.

Second year participants:

Core courses C.2.1 - C.2.3 will be given to all those who attended last year's CE Academy.

The intention is that, by Monday afternoon, 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.

Optional Courses

The 19 optional courses will be offered from Monday afternoon to Thursday lunchtime (that is, each participant can choose 5 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.

The courses are grouped into:

- Chamber Management & Organisation,
- Chamber Services & Representation.

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



Core Courses

C.1 | Core courses for participants attending their first Academy

C.1.1 INTERNAL AND EXTERNAL TRENDS IN THE WIDER EUROPEAN 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?

C.1.2 OVERVIEW OF THE ENLARGEMENT PROCESS

The impact of enlargement on Central European businesses is already very high, and will continue to increase further in the years to come. This course will give you an overview of where the enlargement process stands today, and what is to happen in the next two years. How should enterprises prepare themselves, and what can you, as a Chamber of Commerce, do in this regard (e.g. CAPE)?

C.1.3 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.



C.2 | Core courses for second year participants

C.2.1 NEGOTIATION AND CONFLICT RESOLUTION

We negotiate all the time and, as Chamber affairs expand in breadth and complexity, negotiation will be a growth activity. The course will use a celebrated exercise to illustrate the main themes discussed, and to enable participants to learn about their individual negotiating style. Additionally, techniques will be discussed to analyse various problem-solving skills.

C.2.2 STRATEGIC PLANNING FOR CHAMBERS

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.

C.2.3 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.

Tuesday, 30 September | Special Programme

13.00–14.00 | Open Session Forum

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 Ljubljana

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

Optional Courses

Chamber Management and 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 EFFECTIVE MEETING MANAGEMENT

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.

0.5 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.

0.6 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.





0.7 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.

0.8 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 and Representation

0.9 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.

0.10 HELPING SMALL BUSINESSES AND 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.

0.11 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.

0.12 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.

0.13 EUROPEAN COMMISSION FUNDED PROJECTS AND PROJECT DESIGN

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, Central European 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.

0.14 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?

0.15 INCREASING YOUR LEGITIMACY

Many Chambers are being challenged as to their representivity and legitimacy, and most others can expect challenges in the future, as more sectorial specialist, SME and regional organisations are set up - some by Governments and local authorities, and some by businesses directly. This course will identify the main trends in this area, and present initiatives taken at the European level.

0.16 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?

0.17 EU COMPETITION POLICY

This course will look into competition policy in the broad sense of the word: state-aids, anti-dumping, etc. The legal basis will be explained and practical examples will be given. Again, the role of the Chambers will be discussed.

0.18 EU TECHNICAL STANDARDS - ISO CERTIFICATION

For Central European companies to maintain their competitiveness, they need to comply with European standards, even if they only operate on the domestic market. The course will give an introduction into EU standards policy and present some practical examples.

Many Chambers are going through a process of ISO-certification, with a view to increase the quality of their services and the performance of their staff. The course will explain the process, analyse concrete examples and present advantages and disadvantages of ISO certification

0.19 COMMUNITY VISIONING

Chambers are characterised as supporters of local economic development. In the present climate of regionalisation and globalisation, this implies an increased role for the Chamber. The course should help participants to identify new opportunities and responsibilities within their region. Case studies of visioning in other communities will be examined.



Faculty and Organisation

Below you will find some of the course leaders who have already confirmed their availability to come to Central European Academy 2003. 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/academy



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 12 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.



Boris Cizelj

After an academic and diplomatic career - including being the Head of Slovenian Mission to EU - Dr. Cizelj is currently Director of Slovenian Business & Research Association - an interest representation office in Brussels, with wide expertise in European Affairs.



Guy Knapton

Director, Academic Affairs of the Graduate School of Business and Management at the University of Phoenix Europe in Rotterdam. He has been active for more than 20 years in the marketing and general management sector of fast-moving consumer goods all around the world.

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 2003 is set at € 2,100. (not including scholarship – see below)

This one-off fee covers everything, once you arrive in Ljubljana until you leave the following Thursday with the shuttle service to Ljubljana 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

However, EUROCHAMBRES is making available 60 scholarships of € 1,750 each – using the EC funded CAPE programme. These scholarships will be available to candidates from the 10 Central European accession countries only¹. Participants selected with a scholarship will therefore pay only € 350. Other participants will pay the full € 2,100 fee.

Personal telephone/fax costs and bar expenses, and your travel to Budapest need to be covered by you.

How to Apply

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

- by fax: +32 (2) 230 00 38
- by post: Rue Archimède 5, B-1000 Brussels, Belgium.
- by e-mail: hertsens@eurochambres.be
- by web: www.eurochambres.be/activities/academy

Any other questions?

Please call Julie Hertsens or Christiane Maegerman at Eurochambres:

+32 (0)2 282 08 81

or E-mail: hertsens@eurochambres.be | maegerman@eurochambres.be

Deadlines

- **15 August** 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.
- **22 August** Course confirmation from Eurochambres to successful applicants.
- **12 September** Deadline for transfer of fee to Academy account: 310-1215395-71.

Scholarship Criteria

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

- Geographic balance
- Seniority 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.

Cancellation

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 1 September	between 2 and 9 September	After 10 September
100%	50%	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.

¹ The countries are: Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, and Slovenia. CAPE is funded under the European Union PHARE programme, and can therefore only support participants from the so-called "PHARE-countries".

Central European Academy 2003 Application Form

To be returned to Eurochambres Academy no later than **15 August 2003**.

→ by fax: +32 (2) 230 00 38

→ by e-mail: hertsens@eurochambres.be

→ by post: Eurochambres, Rue Archimède 5, B-1000 Brussels, Belgium.

→ by web: www.eurochambres.be/activities/academy

_____ Mr Ms

Family Name

First Name

Position/Title

Chamber

Address

Tel _____ Fax _____ Mobile _____

E-mail _____ Website _____

I wish to apply for a CAPE Scholarship of €1,750²

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

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.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
8. _____
7. _____

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 Bled.

How did you first hear about Eurochambres Central European Academy?

- Brochure Website Chamber Newsletter
 Chamber colleague Other _____

Arriving a day early in Ljubljana/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.

² Only applicable for Chambers from the 10 Central European candidate countries



Central European Academy 2003 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 accession countries.

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.

2. Your Role in the Chamber

Please describe your responsibilities in the Chamber. Be as concrete as possible.

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.)

4. Your Motivation

Please explain in detail why you wish to participate in the Central European Academy 2003.

Your contacts for the Central European Academy 2003

CAPE Liaison Officers

Country	Chamber	Phone & Fax	E-mail
Bulgaria	Bulgarian Chamber of Commerce and Industry Mrs Mariana Stefanova	+ 359 2 9872538 + 359 2 9873209	bcentre@bccci.bg
Czech Republic	Economic Chamber of the Czech Republic Ms Adéla Vychodilova	+ 420 224 096 356 + 420 224 096 227	vychodilova@komora.cz
Estonia	Estonian Chamber of Commerce and Industry Ms Kristina Tshistova	+ 372 6 448 079 + 372 6 460 245	kristina@koda.ee
Hungary	Hungarian Chamber of Commerce and Industry Ms. Borbála FARKAS	+ 36 1 474 5146 + 36 1 474 5149	borbala.farkas@mkik.hu
Latvia	Latvian Chamber of Commerce and Industry Mr. Arturs Dombrovskis	+ 371 7 333228 + 371 7 820092	arturs@chamber.lv
Lithuania	Association of Lithuanian Chambers of Commerce, Industry and Crafts (ALCCIC), Mr. Vytautas Bite	+ 370 2 612102 + 370 2 612112	vytautas.bite@chambers.lt
Poland	Polish Chamber of Commerce Mrs. Wanda Katarzyna Grzejszczyk	+ 48 22 6309628 + 48 22 8277345	katarzyna.grzejszczyk@kig.pl
Romania	Chamber of Commerce and Industry of Romania Mrs Liliana Deac	+ 401 3229516 + 401 3229517	dre@ccir.ro
Slovakia	Slovak Chamber of Commerce and Industry Ms Maria Pribylinova	+ 421 2 5443 3846 + 421 2 5443 0754	pribylinova@scci.sk
Slovenia	Chamber of Commerce and Industry of Slovenia Mrs. Metka Preseren	+ 386 1 5898130 + 386 1 5898100	metka.preseren@gzs.si





This Central European Academy is organised under Eurochambres' CAPE I Programme, with the financial support of the European Union (Phare – BSP programme) and in co-operation with the Slovenian Chamber of Commerce and Industry

