



**World Chambers Federation**

*ICC's specialized division for chamber affairs*



## Congress Report

Istanbul, Turkey

4-6 July 2007

# 5<sup>th</sup> World Chambers Congress

Partnerships for prosperity



**International Chamber of Commerce**

*The world business organization*



## The 5th World Chambers Congress Istanbul, 4 - 6 July 2007

Small enterprises are in the ascendant on the global stage, due to quantum leaps in communications technology and as more countries open their markets to investment at all levels. But in order for these firms to take full advantage of the myriad opportunities the global economy now offers, they must stay abreast of a dizzying array of fast-changing developments in trade, technology and many other matters.

It is no surprise, therefore, that a record 1,600 chamber of commerce executives hailing from more than 118 countries assembled at the 5th World Chambers Congress in Istanbul, Turkey, from 4-6 July 2007, to learn and share the latest and best business practices.

The Congress is the most important event on the chamber calendar for executives to make new connections – human and intellectual – and to discuss the pressing issues facing globalization in casual and informative settings. A packed agenda of plenaries and workshops made the 5th World Chambers Congress a virtual showroom for chamber excellence.

From the opening address by Turkish Prime Minister Recep Tayyip Erdogan to the closing dinner and unveiling of the winners of the much-acclaimed World Chambers Competition, the 5th World Chambers Congress further enhanced the biennial event's stature as a meeting where business leaders shape the global agenda for years to come.



**Turkish Prime Minister Recep Tayyip Erdogan opened the 5th World Chambers Congress.**

## Congress opens with Erdogan's call for stability



**Rona Yircali**

Turkish Prime Minister Recep Tayyip Erdogan opened the 5th World Chambers Congress with a rousing call for international cooperation to ensure that peace and stability and humanitarian values are upheld, the necessary underpinnings for development in Turkey and the rest of the world.

Speaking to delegates two weeks before national parliamentary elections and just days after a new round of talks began on Turkey's accession to the European Union, Mr Erdogan underscored the link between humanitarian values and development.

"Commercial activities are not just the free circulation of goods and services but also the exchange of civilizations. It is important to add humanitarian values, and bringing people together for the welfare of nations," he said.

Rona Yircali, Chair of the ICC World Chambers Federation, underscored WCF's commitment to driving the growth of chambers around the world. "We are the backbone of the chamber community, providing support and facilitating exchange among our members and beyond," Mr Yircali told attendees during the opening session of the Congress.

ICC Chairman Marcus Wallenberg pointed out the historical role ICC has played in fostering stability and prosperity. "ICC was founded by a handful of business people who set out to promote trade and investment across borders as a way of promoting global prosperity and peace," he said.

He reminded chambers of their crucial role in this process: "The chamber community is a vital link to the network of small

and medium-sized enterprises around the world. These companies are the lifeblood of all economies, in developed and developing countries alike."

Prince Sifiso Zulu, Past President of the Durban Chamber of Commerce and Industry of South Africa, and co-host of the 4th World Chambers Congress in 2005, took the stage to pass the leadership of the Congress to Rifat Hisarcikoglu, President of the Union of Chambers and Commodity Exchanges of Turkey (TOBB).

Mr Hisarcikoglu urged participants to "use this Congress as an opportunity to meet reliable entrepreneurs and reliable commercial partners from different parts of the world during these three days."

Mr Hisarcikoglu added that the country is "constantly improving" and is now the sixth commercial partner of the European Union.

The First Deputy Mayor of Istanbul, Ahmet Selamet, was also on hand to welcome the delegates to Istanbul.

"We are the backbone of the chamber community, providing support and facilitating exchange among our members and beyond."

**Rona Yircali**

Chair of the ICC World Chambers Federation



**The exhibition area at the Congress was opened with a ribbon-cutting ceremony.**

## Managing global risks

At the opening session of the 5th World Chambers Congress, participants discussed the importance of partnerships between government and business as the way forward for continued prosperity and economic development.

During her keynote address, Madeleine Albright, Principal of the Albright Group LLC and former US Secretary of State, emphasized the need for society to create “partnerships for prosperity” in three areas: between governments and the private sector, within the business community, and between the private sector and the public. Such partnerships will help business and society respond effectively to the challenges of war, disease, terrorism, climate change and natural disasters, she said.

“The modern world is growing closer while at the same time splitting apart,” Ms Albright said. “The relationships between modern technology and cultural traditions, between government and religion, between national sovereignty and globalization, and between the individual and society affect us all, no matter which country we come from.”

Guillermo de la Dehesa, Non-Executive Chairman of Goldman Sachs Europe, argued that globalization was leading to greater income disparities within and among nations, while hedge funds were becoming major players that pose a new risk to global financial stability. The private sector way of doing business has changed, and now benefits from imbalances in equity markets. Growing global imbalances in equity markets, and fallout from a lack of agreement in the Doha round of global trade negotiations, were two more risks to the continued growth and stability of the world economy, he said.

Recalling the Asian financial crisis a little over a decade ago, Yong Poh Kon, President of the Federation of Malaysian Manufactures and Managing Director of Royal Selangor, reminded the audience to question the role of hedge funds, which he said accounted for between \$1.2 trillion and \$1.7 trillion in capital investment.

Executive Director of the Business Humanitarian Forum John King asserted that thanks to globalization, companies were able to assess the risks in each region better than they could in the past. To avert a financial crisis today, Mr King said, more interaction between international financial institutions was necessary.

Nils Furunes, Group Corporate Economist of DnB NOR Bank in Norway, reasoned that even though the financial sector has grown significantly, posing new problems and introducing new players, inefficiencies can be discovered more rapidly.

Overall, panellists were in widespread agreement that greater cooperation nationally and internationally was necessary between government and business to harness the opportunities and address the challenges brought on by globalization.

“We need leaders who will manage the realities of the risks – whether in business or in government – to minimize the dangers and maximize the opportunities. We need leaders who look beyond the next cycle of elections,” Ms Albright said.



**Madeleine Albright**

“We need leaders who will manage the realities of the risks – whether in business or in government – to minimize the dangers and maximize the opportunities.”

**Madeleine Albright**  
Principal of the Albright Group LLC and former US Secretary of State

**Participants discussed the importance of partnerships between government and business.**



## Securing future energy supplies



**Carlos Bulgheroni**

Because business plays a central role in discovering, producing, delivering and using energy, it must play a central role in securing future energy supplies, was the central message of the energy plenary. Business is a key partner in the search for solutions for better accessibility, security and sustainability of future energy supplies. It must work closely with governments to meet the rising demand for energy from economic growth while lowering the threat from climate change. Governments must develop policies that encourage countries to find an optimum energy mix while simultaneously meeting environmental challenges.



**Mehmet Ali Neyzi**

Rahmi Koc, Honorary Chairman of Koc Holdings in Turkey, noted the gap was widening between energy demand and supply. "The global economy is growing steadily. High liquidity and low interest rates are increasing the demand for energy ... while demand is increasing supply is decreasing, forcing up prices," he said.



**Pedro Antonio Marino Garcia**

Distance also played a role in pushing up prices, added Vladimir B. Isakov, Vice President of the Chamber of Commerce and Industry of the Russian Federation. "New resources are hard to reach, so this also increases costs, and if costs rise there is a direct effect on energy prices," he said.



**Stephan Singer**

Carlos Bulgheroni, Chairman of Bridas Corporation in Argentina, said the world has enough oil reserves for the next 100 years, so current high prices may be due to other issues such as geopolitical tensions.



**Vladimir B. Isakov**

The way forward for companies was to assess the level of energy reserves, factor in high energy prices, and then moderate energy consumption and make room for new technologies, said Pedro Antonio Marino Garcia, Chief Economist and Director of the Economic Research Department of Repsol YPF, Spain. To access remote reserves, "governments must promote more global understanding," he added.

Mehmet Ali Neyzi, General Manager, Aygaz, Turkey, and Board Member of the World LPG Association,

said that closer business-government dialogue was essential. "We should clearly define our actions, and governments should establish an open policy and the necessary incentives. Cooperation between government and the private sector is a must," he said.

Underlining the need to accelerate the development of renewable energy, Arthourous Zervas, President of the EU Renewable Energy Council, cautioned that while technology to produce clean energy was developing fast, "it is developing in a few countries, not everywhere." International energy organizations must focus on the renewable energy sector to accelerate its development, he added.

Climate change has been a major topic of the last three G8 summits, and in order for the G8 climate convention currently being drafted to be effective, China and South Africa should be contracting parties to it, said Stephan Singer, Head of Climate Change Policy for the World Wildlife Fund in Brussels.

In order for small businesses to do their part in reducing emissions without incurring heavy costs, Mr Singer added that market-focused policies were the best way to determine the energy mix of tomorrow.



**Rahmi Koc was the keynote speaker for the plenary.**

## Ridding the world of poverty

Addressing a standing-room-only house, Muhammad Yunus, inventor of microcredit and winner of the Nobel Peace Prize in 2006, told the audience that global poverty could be eradicated easily and challenged the business community to play a vital role by creating “social businesses,” with the principal aim of achieving a social good.

Mr Yunus and the Grameen Bank he founded have improved the lives of over 7 million impoverished Bangladeshis by supplying them with small loans to start businesses. His successful microcredit programme, which has earned him the title of “banker to the poor,” has become a model for 175 countries around the world.

“All human beings have entrepreneurial instincts, even the very poor,” Mr Yunus said. “We need to create a society that gives everyone the opportunity to develop their entrepreneurial abilities.” To demonstrate this, he described a project he started in Bangladesh that turned beggars into door-to-door salesmen by providing them with small loans to purchase useful products that they could sell, instead of asking for handouts.

Mr Yunus also cited the example of French multinational food company Danone as a firm that has created a product to help alleviate poverty. After he proposed to the CEO of Danone that the company produce a lower-priced brand of yogurt rich in vitamins for malnourished children in Bangladesh, the company set up a local factory to do just that, which has been a great success.

Avijit Mazumdar, Honorary Chair, ICC World Chambers Federation, introduced Mr Yunus and Rona Yircali thanked Mr Yunus for his participation in the Congress.



**Muhammad Yunus challenged the business community to help eradicate global poverty.**

Speaking at the press conference following the plenary, ICC Secretary General Guy Sebban said Mr Yunus's efforts were exemplary in that they showed how business can play a major role in ridding the world of poverty: “ICC has been promoting trade and entrepreneurship as ways to improve the lives of people around the world since it was founded in 1919. Mr Yunus's initiative is a concrete example of how business can help reduce poverty and his views will contribute greatly to our Congress,” Mr Sebban said.

Mr Yunus received a standing ovation at the end of the plenary session.



**Rona Yircali**



**Avijit Mazumdar**



“Migration helps companies and countries to be competitive.”

**David Frost**

Director General of the British Chambers of Commerce

## Chambers and migration

Almost one-third of the world's population has been on the move, as migrants have sought employment elsewhere. And while migration was an engine of change powering development, it also had a downside, draining some developing countries of skilled labour, and leading to increases in youth unemployment in some developed countries, panellists agreed.

“Migration helps companies and countries to be competitive,” said David Frost, Director General of the British Chambers of Commerce. Making migration work for business should fall within the domain of chambers. “Migration is relentless, and as chambers we have a responsibility to help businesses benefit,” he said.

Saroj Kumar Poddar, Chairman of Poddar Heritage Enterprises in India, offered a solution to matching workers with jobs: “There must be a link between business and academic institutions. It is important not only to train people but also to make sure they are employable,” he said.

“The focus today is on temporary migration, where a flexible global market for labour is developing,” said Brunson McKinley, Director General of the International Organization for Migration. “There is an international competition for skilled labour,” he added. Mr McKinley also stressed that some countries were conservative by nature and did not want to face this change.

Lorenzo Ysasi Martínez, President of the National Chamber of Commerce of Mexico City, which had witnessed large flows of immigration and emigration, warned that attempts to curb illegal immigration must follow international rules. “In a world with safety concerns, migration is becoming more difficult. Combating illegal immigration is important, but you should also respect the rights of these people,” he said.

Matthias Lücke, Senior Economist of the Kiel Institute for the World Economy in Germany, advised developing countries that offering language courses and raising wage levels could help retain skilled workers.



**Matthias Lücke**



**Saroj Kumar Poddar**



**Brunson McKinley**



**Lorenzo Ysasi Martinez**



**David Frost**



## Partnerships for prosperity – supporting SME development

Chambers of commerce in less developed and developing countries face unique challenges. The development community has increasingly recognized that the private sector is central to the lives of the poor and has the power to make lives better by providing jobs and satisfying basic needs, panellists agreed.

Louise Kantrow, ICC Permanent Representative to the United Nations, New York, opened the plenary by emphasizing the dynamic force of the private sector in fostering development in these countries. Zeroing in on low-income populations, Ms Kantrow highlighted the market-based approach to poverty reduction as an alternative to traditional methods. The market-based approach focuses on how developing regions can see themselves as consumers and producers.

Shahbaz Mavaddat, Director of the Southern Europe & Central Asia (SECA) Department of the International Finance Corporation in Washington, DC, said: “Our institution recognizes the crucial role the SMEs play in economic growth and job creation.” Mr Mavaddat cautioned, however, that while private capital had been flowing into the area and aiding economic growth, a more business-friendly environment needed to be created by removing barriers to commerce.

Teferi Asfaw, Secretary General, Addis Ababa Chamber of Commerce and Sectoral Associations, presented examples of how public-private partnerships, business and the government were working together to break down the barriers against business development in the region.

The primary objective of the South Asian Association for Regional Cooperation (SAARC) Chamber of Commerce and Industry is to enhance regional economic cooperation in Asia. Waqar Ahmad, Director of SAARC, Islamabad, discussed how developing SMEs can provide a major source of employment and a vector for growth in the region.

“SME development is at the cornerstone of what we do as international chambers,” said Kwanele



The unique challenges facing chambers in less developed and developing countries were discussed.

Gumbi, CEO of Gumbi Global and Head of the SMME Committee, Durban Chamber of Commerce and Industry, South Africa. Mr Gumbi called upon all chambers to take stronger action and to make themselves more effective.

Yolanda Talavera Urroz, Project Coordinator at COSEP Superior Council for Private Enterprise, Nicaragua, outlined the business agenda that Nicaragua was implementing to encourage SME development. Assistance for SMEs included help with business proposals as well as their execution. The objectives of the agenda included: increasing private sector productivity and overall economic development; promoting internal commercial integration; corporate social responsibility, and the market economy; and increasing government support of private sector efforts.

John Sullivan, Executive Director, Center for International Private Enterprise (CIPE), an affiliate of the US Chamber of Commerce, recognized the importance of developing countries' economies and of moving from top-down policies to bottom-up ones. “The markets of the future are in the developing world. We all have to be concerned in this global economy,” he said.



Louise Kantrow



Kwanele Gumbi and John Sullivan

## Threats to multilateralism



**Marcus Wallenberg**

The multilateral trading system offered myriad benefits to business and society, but it had been undermined lately by the lack of progress in the Doha Development Agenda. The best way to strengthen the multilateral system was to reach agreement on the Doha round of multilateral trade talks, experts agreed in this plenary session.

ICC Vice Chairman Victor Fung, Chairman of the Li & Fung Group of companies, said the world should remember that a multilateral trading system was the best way known to deliver continued prosperity and global economic growth. "The multilateral trading system was something tried that delivered significant benefits," he said.

Two of the key issues to be resolved in the Doha round were agriculture and market access for industrial products. If the round was allowed to fail, the impact would be far-reaching, panellists agreed.

Ambassador and Permanent Representative of Canada to the Office of the United Nations and to the World Trade Organization, Donald Stephenson, signalled that the Doha round was the best forum for bridging differences between developed and developing countries. "There is an imbalance between developed and developing markets – but

they're most likely to be dealt with in a multilateral environment," he said.

Multilateral agreements were also an important driver of national economic reform, said R.V. Kanoria, Chairman and Managing Director of Kanoria Chemicals and Industries Ltd. "Multilateralism has had immense influence on domestic policy change, and India is an example of this," he said.

Pierre Simon, President of Eurochambres and President of the Paris Chamber of Commerce and Industry, also noted that small and medium-sized enterprises could stand to gain the most from advances in multilateral trade. "Multilateralism may be more important for SMEs than for large companies – since multiple trade rules are a bigger barrier for SMEs," he said.

Ahmet Bozer, President of Eurasia Group, Coca-Cola, cautioned against the current trend toward bilateral agreements amid a series of setbacks in the Doha trade talks. "Bilateral agreements may seem beneficial, but in the long run they will be a hindrance," he said.



**Pierre Simon**



**Victor Fung**



**Panellists discussed the Doha round of world trade negotiations.**

### Chambers appeal for Doha trade deal

Leaders from among the 12,000-strong global network of chambers of commerce issued a press statement at the 5th World Chambers Congress calling upon

governments, especially those of the biggest trading nations, to muster the political will to make the necessary concessions and reach agreement in the Doha round of world trade negotiations.

"Governments must seize a last opportunity to forge a comprehensive agreement that will

translate the long-standing promise of Doha into far-reaching new trade opportunities and the prospect of higher living standards throughout the world. Time is running out, but the prize is within reach," ICC Chairman Marcus Wallenberg said.

The statement, which was picked up by the

world media, stressed that considerable progress had already been made, which would be lost if the talks were permitted to fail. It also registered deep concern that failure would stoke protectionism and erode respect for the World Trade Organization and other multilateral trade institutions.

"We live in a global economy. Trade across borders is an issue close to the heart of all businesses, no matter how large or small. The desire for a rules-based multilateral trading system is common to companies in all sectors, of all sizes, and in all corners of the globe," Mr Wallenberg said in the statement.

## National chambers of commerce

Local chambers of commerce must find ways of remaining relevant to their company members, while national chamber organizations need to support local chambers as well as member companies, panellists agreed in this workshop.

In a session which brought together national chambers from countries with the largest number of local chambers, Peter Mihok, Vice President of Eurochambres and Chairman of the Slovak Chamber of Commerce and Industry, emphasized the symbiotic relationship between local and national chambers in performing their roles effectively.

When a national chamber is working with a local chamber or a member company, forging close ties with these groups is a high priority. "Everything is based on relationships," said Win Hallett, Chairman of the US Chamber of Commerce Committee of 100; ex-officio member of the board of directors of the American Chamber of Commerce Executives (ACCE); and President of the Mobile Area Chamber of Commerce, United States.

Beatrice Booth, President of Commerce Queensland and Inaugural President of Australian Chambers Alliance, underlined that national and local chambers needed to deepen their working relationship, which had mutually beneficial effects and was a way to stave off the competition from other associations. The Australian Chambers Alliance was recently created, with the support of Australian Chamber of Commerce and Industry, to assist the state chambers in tendering for contracts.

With the pressures of an extensive and competitive chamber and industry association network across India, Associated Chambers of Commerce and Industry of India (Assocham), one of India's three national chamber bodies, "resurrected" its organization following a time of crisis. Mahendra Sanghi, Alternate President of Assocham, highlighted membership drives as a crucial life-support system for national chambers in India, which faced financial, image and membership difficulties. "Membership of chambers, just like any other product, needs marketing," Mr Sanghi said.

Alencar Butri, President of The Confederation of Brazilian Commercial and Business Associations (CACB), one of the largest federations of business organizations, with 27 state groups and more than 2 000 commercial associations, said that Brazilian chambers had a vital role to play in mobilizing business to voice its opposition against government decisions when necessary. CACB represents the diverse interests of Brazil's 2 million entrepreneurs.

Hariadi Saptadji, Executive Director of the Indonesian Chamber of Commerce and Industry (Kadin), explained how national chambers had become more influential in policy making at the government level. But he added that there was still room to raise the standard of services. Kadin Indonesia, one of the largest national chambers in the Asia/Pacific region, serving 32 provincial chambers and 422 branches, had developed remarkably over the last few years through an extensive strategic revision of its mission and activities. In order to fulfill its mission to serve entrepreneurs and businesses, Kadin said it was essential to strengthen its own organizational capacity.

Ali Coskun, Minister of Industry and Trade, Turkey, and past President of TOBB, stressed the importance of technology in building relationships between national chambers, local chambers and their company members. "Benefiting from the tools of modern technologies to further the communication between chambers is vital," said Mr Coskun.



**Alencar Butri**



**Hariadi Saptadji**



“Chambers can be successful whether based on voluntary or mandatory membership. The biggest challenge remains how to find ways to support SMEs.”

**László Parragh**

Chairman, Hungarian Chamber of Commerce and Industry

## Public law chambers

“There is a lot of discussion about the advantages and disadvantages of voluntary and compulsory membership systems. Chambers can be successful under both,” said László Parragh, Chairman of the Hungarian Chamber of Commerce and Industry, which abolished compulsory membership in 2000.

Ralf Meier, Head of Programme Management, SEQUA, a partner of German business, pointed out that good management was a more important ingredient than legal status for highly effective chambers. “Leadership commitment and attractive services are more important for chamber development than legislation,” he said.

In the European Union, 15 countries had public law systems, so 95.6% of European business representation was directly related to the system of public law chambers, said Fernando Gómez Avilés-Casco, Director of the High Council of Chambers of Commerce in Spain.

Due to their role in registering companies in the Netherlands, chambers there represented 1.1 million companies. Frans Van Steenis, Managing Director, Netherlands Chamber of Commerce, said a revision of the law under way will consolidate the system to 12 chambers from 21.

Andrej Friedl, Advisor to the President of the Chamber of Commerce and Industry of Slovenia (CCIS), said switching from mandatory to voluntary membership in November 2006 was a positive change for their chamber, but added that a public law chamber system was still a viable option for Slovenia.

He said there was a weakness in the country's new law: the lack of any provision for an “umbrella chamber association.” As a result, any chamber in Slovenia, regional or sectoral, small or large, could be set up with no obligation to join a chamber association or CCIS, Friedl said.

Tradition and social values help determine the chamber system of a country, said Mohamed El-Masry, Chairman of the Federation of Egyptian Chambers of Commerce. Egypt has a long tradition of public law chambers. “Developing countries need a public law system,” he said.

Teo Tat Khai, Deputy Executive Director of the Singapore Business Federation (SBF), described the unique workings of the Singapore membership system since the setup of SBF in 2001. Dating back to 1837, chambers and other business groups operated under voluntary membership. But with the creation of SBF, corporate membership became compulsory. Companies in Singapore can nonetheless become voluntary members of chambers of commerce and trade associations.



Frans Van Steenis



Teo Tat Khai



Fernando Gómez Avilés-Casco



Andrej Friedl



The merits of both public and private law chambers were discussed.

## World-class cities

The image of a city is synonymous with its ability to attract tourism, trade and investment, and top talent. Chambers of commerce are at the heart of efforts to enhance the global business reputation of their metropolises.

In his introductory remarks at this workshop, Murat Yalcintas, President of the Istanbul Chamber of Commerce, said cooperation between the government, The Union of Chambers and Commodity Exchanges of Turkey (TOBB), and the Istanbul Chamber of Commerce had made the Turkish Formula One Grand Prix a fixture on the world racing calendar and had given Istanbul world-wide exposure.

Teferi Asfaw from the Addis Ababa Chamber of Commerce and Sectoral Associations in Ethiopia highlighted the partnership between the chamber and Swedish International Cooperation Development Agency to create the Private Sector Development Hub. This project has helped the chamber modernize and strengthen the entrepreneurial environment in Addis Ababa, he said. It has also helped reinforce the chamber's legitimate role in representing the private sector in national dialogue on economic development – an important achievement for a chamber in a developing country, he added.

Maria Fernanda Campo, President of the Bogota Chamber of Commerce, explained how the chamber's leading role in the Competitive Regional Council (networking 1 800 public and private organizations) as well as in the Investment Promotion Agency, had helped promote Bogota as an attractive city in which to invest and start a business. The chamber helped simplify the process of starting up a company by reducing the number of procedures and agencies.

Following the success of the 2000 Olympic Games in Sydney, the city became complacent and its chamber saw the need to maintain local competitiveness and renew local economic activity. Skills development was central

to the task. "I see chambers as the primary drivers of change. You cannot serve the needs of the city if you don't have skilled labour," said Kevin MacDonald, CEO of the New South Wales Business Chamber.

Mumbai boasts the largest movie industry in the world, known as "Bollywood". Yogendra Kumar Modi, Past President of the Federation of Indian Chambers of Commerce and Industry, showcased FICCI's Frames event, which had rapidly become one of the biggest global entertainment conventions in Asia.

Thailand was not only a key destination for tourism, but an important business and conference destination, said Patchrintanakul Pornsil, Vice President of the Thai Chamber of Commerce. Bangkok had become the centre of the Thai business community, he added.

With a population made up of 41% migrants, 160 different nationalities and over 220 languages, Los Angeles was a unique, world-class city, said Gary Toebben, President and CEO of the Los Angeles Area Chamber of Commerce. He also emphasized how the chamber protected the business community and often "saved" Los Angeles from unfair regulations.

The session sponsor, the Dubai Chamber of Commerce and Industry, featured "1 000 Reasons to Do Business" with this world-class city.



**Gary Toebben**



**Maria Fernanda Campo**



**Teferi Asfaw**



**Chambers from around the world were represented on the panel.**

## Empowering women in business



**Selima Ahmad**



**Sophia Economacos**



**Tran Thi Thuy**



**Guljan Zmarai**  
discussed AWBF's  
efforts in Afghanistan.

In the last decade, recognition of the expanding role women play in the local economy has grown enormously. Around the world, chambers are launching initiatives to raise awareness of the growing presence of women in business, especially as entrepreneurs. Participants in this workshop noted that this trend was particularly pronounced in the developing world.

Maggie Kigozi, Executive Director of the Uganda Investment Authority, outlined the following recommendations from the recent 8th Commonwealth Women's Affairs Ministers Meeting: encourage governments to promote more women-owned enterprises by opening a credit reference bureau to track the solid credit rating of women; update legislation to support women's access to finance and train banking staff on gender issues; simplify business registration; and reduce administrative barriers.

Hossain Khaled, President of the Dhaka Chamber of Commerce and Industry, said the chamber had developed an independent permanent standing committee, Women Entrepreneurship Development, with support from the Center for International Private Enterprise (CIPE).

In Afghanistan, a country rebuilding after decades of conflict, the Afghan Women's Business Federation had already attracted 50 members, said Guljan Zmarai, Chairwoman of AWBF. In coordination with NGOs and international agencies, the AWBF provides technical assistance and trade

fair opportunities to women's business associations and women entrepreneurs through its Afghanistan Women's Trade Development Center. AWBF created "AfghanMark," a new trademark which means "Created by Afghan women."

Established in 2001, the Bangladesh Women Chamber of Commerce furnishes services to women entrepreneurs, such as counselling, market access, advocacy and training, said Selima Ahmad, Executive Director. With six chapters across the country, membership had grown rapidly from the traditional sectors – fashion, handicrafts and food – to non-traditional ones, such as IT and media.

"Women have different work styles – they are creative, they have strong beliefs, and they are patient," said Sophia Economacos, President of the Eurochambres Women's Network, launched in 2003. EWN initiatives at the local level included enhancing equal opportunity in the economy and raising the visibility of women in business and within the chamber movement.

In Vietnam, where the population was 51% female and more than 20% of companies were led by women, the Vietnam Chamber of Commerce and Industry (VCCI) established the Women Entrepreneurship Council to cultivate the large potential membership, said Tran Thi Thuy, the Council's Chairwoman and VCCI Vice President. Ms Tran highlighted some of the VCCI's programmes, including "The Golden Rose Cup" award honouring outstanding female business leaders.

## 7 measures of success

*7 Measures of Success: What Remarkable Associations Do That Others Don't* is a study conducted by the American Society of Association Executives (ASAE) and The Center for Association Leadership and released in 2006. The four-year research project analyzed 15 years of data from not-for-profit organizations.

The study was led by Anne Blouin, ASAE Chief Learning Officer, and identified these seven traits:

- Customer service culture
- Alignment of products and services to mission
- Data-driven strategies
- Dialogue and engagement
- CEO as a broker of ideas
- Organizational adaptability
- Alliance building

“These seven measures of success work together,” Ms Blouin said. Business associations, like chambers, learn to stay ahead by following the best practices of their peers. Examining how this study related to the chamber community, two chambers from two countries gave their views, which elicited lively audience participation.

Strategic planning and its regular assessment were identified as key elements of top-notch chambers. “Many companies have strategic plans because the world is changing fast,” said Lars Legernes, Managing Director of the Oslo Chamber of Commerce.

Panellists singled out the new role a CEO must play as crucial to chamber excellence. “A chamber CEO

must be multi-disciplined and adaptable,” said Prema Cooray, Secretary General of the Ceylon Chamber of Commerce.

Participants agreed that to be highly successful, chambers must put in place the following measures:

- Create smaller boards through a democratic selection process
- Select a CEO with an association or chamber background
- Hold reserves equalling 50% of annual revenues
- Clarify chamber missions through transparency and effective communication
- Adapt to change without altering the mission
- Appoint young members to the board
- Limit board membership to six years

Ms Blouin ended the session with this advice: “A remarkable association is full of disciplined people engaged throughout.”



Anne Blouin

## Customer service

For any membership-based organization, including chambers of commerce, the most important clients are its members.

Satisfied clients are loyal, and in a competitive marketplace, commitment to a customer service culture is essential to creating a successful business.

Susan Sarfati, President and CEO, The Center for Association Leadership, United States, and Executive Vice President, American Society of Association Executives, led the session. Ms Sarfati told participants they should strive to exceed customer expectations and look at techniques from the private sector to manage the diverse interests of their clients. She cited case studies – Starbucks, Harrods and Microsoft – to demonstrate what separates truly great associations from the merely

“good” and noted the importance of technology to collect and analyze data.

Strategic planning and implementation guaranteed success, and customer satisfaction surveys were a good way to establish specific outcomes and metrics, according to Ms Sarfati. “Remember, the board of directors does not have all the answers,” she said. “It is all about people and relationships.”

Hamdi Dogan, Secretary General of the Kocaeli Chamber of Industry, Turkey, said the way for chambers to ensure an enthusiastic and loyal membership was to treat their members as customers. He recalled the two rules of Stew Leonard Junior, President and CEO of Stew Leonard's dairy stores. “The customer is always right; and if the customer is wrong, re-read rule number one.”



Susan Sarfati



Hamdi Dogan

## Managing chambers in the 21st century

**Rohit Talwar presented four possible scenarios for 2012.**



To address future challenges, chambers of commerce must remain flexible, analyze multiple scenarios of the global economy, and adapt as necessary, participants in this workshop agreed.

Louis Aloccio, First Vice President of Marseilles-Provence CCI, set the scene with three major challenges chambers faced. The first challenge

was that companies were demanding more from chambers, whilst chambers were looking for new income sources to support service development. The second challenge was that local chambers were being drawn into the debate alongside ICC on globalization and its impact on local economies. The third challenge was that local chambers needed to work together more closely to support nationwide development. "Chambers need more accurate expertise about the future," Mr Aloccio said.

"Many organizations do not have time to reflect on the future and are not giving their employees the simple tools and technology to analyze future developments,"

said Rohit Talwar, CEO of Global Futures and Foresight, UK.

Mr Talwar presented four possible scenarios for 2012. The first scenario, "Love is in the Air," was positive, with global economic growth remaining stable at 4% to 5%. The second scenario, dubbed "Suspicious Minds," foresaw economic growth rising to over 6% and the collapse of talks in the Doha round of trade negotiations. The third scenario, "Dancing in the Dark," predicted an economic slow down in China and India and a global recession. The most pessimistic scenario, "Highway to Hell," envisioned zero economic growth. In the outcomes of each scenario, Mr Talwar touched on the environmental challenges facing local communities and the opportunities for economic growth provided by technological development.

When planning for the future, chambers must be aware of the following megatrends, Mr Talwar said: rapid population growth in some parts of the world; human longevity; environmental challenges; educating more of the world's population; and economic growth in China, India, and Pakistan. "To respond to what comes next, you have to make space for it. In decisions you are taking, are you creating options for the future?" he asked.

## Certificates of origin



**Miroslaw Zielinski**

To keep pace with the rapid worldwide shift to e-business, panellists said a swift and orderly transition to an electronic format for certificates of origin, which were used to verify exports, must be a high priority for chambers.

Steve Baker, Certification and Training Projects Manager for the British Chamber of Commerce and Enterprise, said that the benefits of electronic processing of certificates over manual processing were decreased administrative time and costs and more overall efficiency. Chambers of commerce issued and certified certificates in over 140 countries and close coordination was needed among the key stakeholders, such as customs officials, importers and exporters, participants agreed.

"The European Union will convert to an all-electronic format by 2011," said Miroslaw Zielinski, Director of Customs Policy for the European Commission. The EU's modernized customs code and its e-customs decision include provisions to establish an authorized

economic operator. Mr Zielinski also highlighted the broader utility of these documents. "Certificates of origin are important, especially for implementing anti-dumping measures and encouraging the development of countries," he said.

Robert Murphy from the Origins Sub-Directorate of the World Customs Organization focused on the central role of chambers in the process: "In most cases, chambers are the issuing body for certificates of origin, with verification and implementation of rules of origin the traditional role of customs." Mr Murphy gave an overview of the latest developments in the harmonization of preferential and non-preferential rules of origin, noting that in some countries chambers were issuing preferential COs on behalf of customs. "The relationship between issuing associations and verification authorities is extremely important," he said. "WCF guidelines are very useful."

Michael Dill, from the UN's Center for Trade Facilitation and Electronic Business, said the CO is



**Robert Murphy**

## ATA Carnet

The ATA Carnet system permits duty-free, temporary imports of goods for business purposes. ATA Carnets offer a practical support service to traders, exhibitors and international business travellers. The ATA Carnet system, which is currently in operation in 64 countries, contributes to strengthening the customs-business partnership worldwide.

Two workshops at the Congress were devoted to this key service of WCF. During his welcoming address at the first session, Ismail Koksal, Secretary General of TOBB, said ATA Carnets were an important way to facilitate trade in today's global economy.

Minimizing costs was another reason companies needed ATA Carnets, said Christoph Wolf, Director, Law of International Trade and Trade Facilitation at the Association of German Chambers of Industry and Commerce. Although temporary importation and transit regimes are supposed to be free in most countries, the security deposits required by national customs legislations were expensive and inefficient for business, participants agreed. "Companies save money, save time and minimize their risk with ATA Carnets," Mr Wolf emphasized.

The success of the system was due to a number of factors, including fostering good relations with customs, keeping all records in good order,

the most important cross-border certificate and discussed the need to set up a "single window" entry point to integrate customs, trade and transport information. He also cited a need for careful consideration of the parties on IP rights.

Singapore had in place a highly successful e-certificate of origin programme that is even more secure than the paper version, said David Siah, Business Development Director of Crimson Logic. "An electronic format protects the printed document, provides online verification, and is secure because it is digitally encrypted," Mr Siah said. "Stakeholders save time and money, and transparency and efficiency are increased," he added.

Mr Baker also showcased how WCF chambers in several countries were mapping CO activities, including electronic CO solutions such as the BCC e-Cert system.



Two workshops at the Congress were devoted to ATA Carnets.

and having high-quality, service-orientated staff, explained Michel Barsalou, Executive Vice President of Communications and Services for the Canadian Chamber of Commerce.

The second session looked at the procedures and strategies necessary to implement the ATA Carnet system in more countries.

Marja-Liisa Peltola, Deputy Director of the Central Chamber of Commerce of Finland, outlined the six steps necessary to put the system into place, highlighting many areas where business and government needed to work together. "The ATA Carnet is perhaps the most successful example of private-public cooperation," Ms Peltola said.

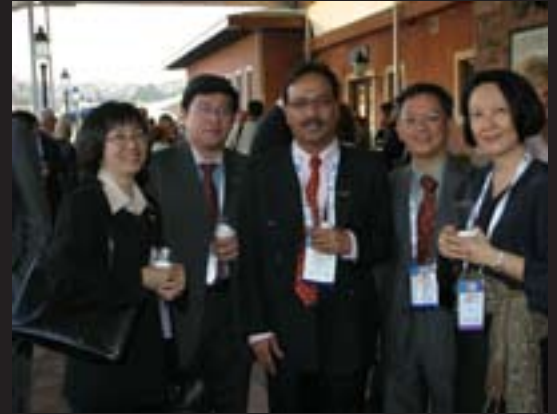
Chile was the first Latin American country to launch the ATA Carnet system in September 2005. Carmen Gloria Fuentealba, Manager of International Business at the Santiago Chamber of Commerce, discussed ways to make the process go smoothly, such as establishing periodic coordination meetings with customs, addressing the concerns of groups who may be against the system, and promoting the benefits to both government and business.



Christoph Wolf



Peter Bishop





## Advocacy and policy reform



**Igor Zharinov**



**Ignatius Adaji and John Sullivan**



**Hamid Farooqi**

“An organized private sector must be the engine for economic growth,” said Ignatius Adaji, President of the Nigerian Association of CCI, Mining and Agriculture at this workshop.

Addressing the needs of chambers and their members in the world’s most nascent economies, John Sullivan, Executive Director of the Center for International Private Enterprise (CIPE), talked about the National Business Agenda (NBA) process as a tool to engage the private sector in advocacy. Essentially, NBAs guide chambers as they work with their members, identifying barriers to business, prioritizing reforms, developing solutions, and then advocating for change. NBAs have been successful in spurring political and economic reforms, curbing corruption, and bolstering the community’s image of business in many countries around the globe.

Panellists from Nigeria, Afghanistan and Russia shared their success stories in implementing NBAs and improving the business climate by cutting red

tape, streamlining regulations, and building trust in business.

In Russia, the Krasnodar Regional Coalition has focused on lowering administrative barriers to entrepreneurship and raising awareness of the importance of businesses to local government. Thanks to work by the coalition, a register for municipal property taxes was established, more than 20,000 small businesses received coalition help in dealing with local governments, and new procedures were put into place to finance small businesses, said Igor Zharinov, Chairman of the Novorossiysk Chamber of Commerce and Industry.

Hamid Farooqi, CEO of the Afghan International Chamber of Commerce, described how in Afghanistan the NBA process has helped mobilize businesses to develop a plan for the reconstruction of the country. By launching the NBA process, Mr Farooqi noted, the Afghan chamber created a more united voice of the private sector, helped put in place investment-friendly laws, enhanced respect by government for the market economy and facilitated closer yet transparent ties between business and government.

## Chambers as trusted third parties in online business



**John Dunne**

Following the success of Chamber Trust, an international online registry of companies, chambers of commerce have been introducing a bevy of new products and services aimed at building confidence in online services, which is essential for small and medium-sized companies to conduct electronic commerce safely.

John Dunne, CEO of Chambers Ireland, said new applications will allow users to send e-invoices and access a secure negotiation room via the Internet – which will help chambers take full advantage of new online revenue sources.

Eva Casado Garcia, from the Department of Innovation and New Technologies of Madrid’s Chamber of Commerce, cited the added value for SMEs taking part in Chamber Trust: “These companies can increase their chances for

international transparency and publicity,” she said. Chamber Trust is part of the World Chambers Network (WCN), which links 12,000 chambers. Businesses tap the network when looking for international information and contacts.

In Ireland, which has seen strong growth in its technology sector, new products and services were an important engine of continued expansion, Mr Dunne said. “We want to encourage all companies to innovate and adopt new technologies. Technology can help move all businesses up the value chain,” he said.

Georges Fischer, Manager of International Networks, Paris Chamber of Commerce, concluded: “People do business with people they know. Being a chamber member provides that value-added trust.”

## Chamber branding

To compete with other business associations in today's global economy, branding has become more important for chambers of commerce. But branding was about much more than acquiring a logo, participants said.

"I would not consider a logo to be a brand, but rather it embodies the services a chamber offers and its role as the legitimate representative of the private sector," said session moderator Mahbubur Rahman, President of ICC Bangladesh.

Graham Hales, Chief Communications Officer, Interbrand Foundation, asserted that brand perception is driven by a range of factors, from product name and standard of services to packaging and advertising. He advised: "Ask the following questions. Is the idea of the organization credible? Does it feel different, relevant and stretching?"

Experience revealed that chambers could be more successful by acquiring a brand and promoting it, said Michael Barnett, Chief Executive, Auckland Chamber of Commerce, New Zealand. He said using redefined and consistent language for every product and service had helped revitalize his chamber. "Be credible, relevant, commercially balanced and daring," he urged participants, showcasing how the

B-vital campaign unifies all of New Zealand's local chambers under one image.

John Dunne, CEO of Chambers Ireland, described how two years of consultation with local chambers had led to the unification of all the local chambers under one image and with a common brand. Chambers no longer used the word "commerce," which made the name more friendly and informal, he said. "Awareness has increased significantly as a result of our branding project," he added.

Peter Dirk Siemsen, Senior Partner, Dannemann, Siemsen, Bigler & Ipanema, Rio de Janeiro, gave advice on how to protect a brand. "The stronger the brand, the stronger protection can be for your domain name," he said, referring to the Internet, a major force in creating and marketing brand identity.



**Graham Hales**



**Michael Barnett**



**Panellists looked at examples of branding used by chambers.**

## The technology advantage – IT and e-business for chambers



Sasi The

Doing business electronically presents important opportunities for chambers to create new products and services for the business community. Education and the mobilization of the business community are needed in order to understand, trust and utilize these new opportunities.

Leslie Schweitzer, Senior Trade Advisor at the US Chamber of Commerce, highlighted the steps the chamber has taken to educate its members to use the "Vote for business" web service. The service enables chambers and companies to directly access their elected Congress members about business issues. After three years of promotion, business

is now using the tool. "First comes education and mobilization of the business community to fully leverage the opportunities," Ms Schweitzer said.

In his presentation "Information technology for better business", the Vice President of the Korea Chamber of Commerce and Industry (KCCI), Kim Se-Ho explained: "Effective use of technology guarantees benefits in cost efficiency, work improvement, better services and customer satisfaction." Mr Kim showcased a variety of KCCI's IT services, including its work in paperless trade documentation, online seminars, KorChamBiz database, and the chamber's role in issuing barcodes for products tailored to the business community.



Panelists discussed the opportunities for chambers in doing business electronically.

Sasi The from The Netherlands Chamber of Commerce presented online games that have helped students at 40 schools learn about running a business. The games included a simulation of how to run a business in its first year.

Nissim Bar-El, CEO of Comsec Consulting, discussed the impact of security in e-business. Increased public confidence in making purchases over the web will help eliminate some barriers for SMEs trying to enter into e-commerce, he said. "The key challenge is to create e-security as a business enabler," Mr Bar-El added.

## Leadership versus management

Leadership and management practices are constantly being challenged by the rapidly changing business environment. Globalization has also had a far-reaching impact on leadership styles, while a shrinking bureaucracy has been changing the way government works. The theory of what makes a good leader, manager, or administrator was therefore in need of major redefinition, said Fahad Al-Sultan, Secretary General of the Council of Saudi Chambers of Commerce and Industry, at this workshop.



Susan Sarfati

Susan Sarfati, CEO of The Center for Association Leadership and Executive Vice President of the American Society of Associative Executives, made the distinction between the qualities of an effective manager and an effective leader. "Managers do things right. Leaders do the right things. Leaders work through others. CEOs are brokers of ideas. They focus on details, but they are also visionary," she said.

Great leaders often feel like ordinary people, but have had a transforming experience that changed their lives, Ms Sarfati said.

Ms Sarfati outlined the five levels of leadership described by Jim Collins, author of "Good to Great: Why Some Companies Make the Leap and Others Don't." At the highest level, an executive "builds enduring greatness through a paradoxical blend of personal humility and professional will," while a competent manager "organizes people and resources toward the effective and efficient pursuit of predetermined objectives." Executives can develop leadership skills by working with executive coaches and seeking "360-degree feedback," Ms Sarfati said.

Ms Sarfati concluded by sharing 10 success strategies for leaders. "Everyone has the capacity for leadership within an organization. Leadership is more an art than a science," she said.

## Intellectual property – a strategic tool for chambers and business

To stay competitive in the new economy, businesses need to integrate intellectual property (IP) issues into company strategy and chambers need to help them meet this requirement. ICC was creating a toolkit for chambers to create intellectual property programmes for local businesses, explained Pere Vicens, Vice Chair of WCF, who moderated this workshop.

SMEs lacked information on IP and regarded it as expensive and complicated, said Marco Marzano de Marinis, Associate Legal Officer in the SME Division of the World Intellectual Property Organization. IP not only protected intangible assets, but helped companies raise finance and get information on the latest developments in technology and marketing, he said.

Javier Peña Capobianco, Head of the International Trade Department, Uruguay Chamber of Commerce and Services, and Alessio Misuri of DINTEC described their chamber programme that promoted IP use. Embracing intellectual property reinforced chamber leadership, created new revenue-generating services, and attracted new members, Mr Capobianco stressed.

In Italy, where 86% of companies are SMEs, Italian chambers set up DINTEC to encourage SME use of patents and technological information in patent databases, Mr Misuri said. DINTEC also conducts technology audits on the IP needs of small firms and



provides funds to support SMEs in the formative stages.

Hasan Basri Ozdamar, Owner and CEO of Minisan Automotive Machinery Production and Trade Co., Turkey, and an inventor, said patent use in Turkey was hindered by the lack of expertise outside big cities and by the high cost of patent protection. Chambers should help fund patenting activities and defend the IP interests of SMEs, especially abroad, he said.

SMEs often used informal methods of protection, such as contracts, secrecy and publishing, in parallel with or as a substitute for formal IP protection, especially in service industries where knowledge does not qualify for formal protection, said Jari Kuusisto, Director of Technology at SC-Search Finland.

## New pathways for transport and logistics

The creation of regional transport and logistic hubs in key regions – such as around the Black Sea and in southern Asia – was vital to link emerging economies with the developed world. Removing barriers and enhancing government cooperation was as crucial to their development as investment in infrastructure, panellists agreed.

“It is more important to remove procedural barriers to enable transport operators to move goods easily,” said Umberto de Pretto, Deputy Secretary General of the International Road Transport Union.

Kursat Tuzmen, Turkish Minister of State, highlighted the importance of historic roads, such as the Silk Road, to the creation of regional free trade zones in the three seas surrounding Turkey. He emphasized that chambers of commerce were playing an important role in fostering the competitiveness of the transport sector and influencing the political decision process, since multi-country agreements were required to make these zones a reality.

“International transport corridors and regional roads are of vital importance for economic development,”

said Jemal Inaishvili, Deputy Chairman of the Georgian Parliament.

Tariq Rangoonwala, Chair of ICC Pakistan, said the Asian Highway Network developed by the UN is one of the options needed to improve transport from India to Pakistan.

Panellists said more road transport is needed to ease the congestion of eastern ports. Morgan Landy, Manager, Infrastructure Department at the International Finance Corporation, stressed that the private sector and governments each had an important role to play. “While some segments of infrastructure development will be commercially viable, there will be an ongoing need for government involvement and investment,” he said.



## Public-private partnerships – strategies for growth



**Mahmood Ayub**

Public-private partnerships were essential to meeting the Millennium Development Goals – a set of quantitative and measurable targets for reducing poverty by 2015 – but a clear definition of the roles the private sector and government should play was lacking, participants in this workshop agreed.

While recognizing the role of governments was changing from the purely managerial to the facilitating and the enabling, Mahmood Ayub, Resident Coordinator and Resident Representative, UNDP Geneva, said: “It is well documented that it is not enough to have high growth. What is needed is shared growth.”



**Lee Cheng Suan**

Dimitri Dimitriadis, President of the European Economic and Social Committee, said public-private partnerships encouraged entrepreneurship and accelerated the implementation and development of new technologies. “Public-private partnerships represent a new paradigm for economic development in the 21st century,” he said.

“The private sector is truly the agent of change,” said Frank Mermoud, Special Representative for Commercial and Business Affairs, US Department of State. Mr Mermoud put forth the US experience as testimony. He referred to US Secretary of State Condoleezza Rice, who he said believes solutions to the challenges of the 21st century will also come from outside government and that chambers will serve as invaluable resources.

Lee Cheng Suan, CEO of the Federation of Malaysian Manufacturers (FMM), gave examples of how public-private partnerships worked in Malaysia. He focused on the FMM’s Customs Smart Partnerships programme to train customs personnel. “In Malaysia, government and chambers aim to facilitate business, not frustrate it,” he said.

Güven Sak, Director of the Economic Policy Research Foundation of Turkey, noted that when economic reform outpaced financial reform, public-private partnerships were needed to close the gap. “Chambers have an essential role to play in creating a conducive business environment,” he said.

“Given their public and private features, they are strong mechanisms for dialogue and they play an integral role in private sector development.”



## ICC arbitration

Globalization and the huge expansion in world trade have heightened the need for dispute resolution mechanisms suited to international business. From its very early years, ICC has responded to this need by offering dispute resolution services specially designed for international contracts.

Such contracts are often between parties of different linguistic, legal and cultural backgrounds and call for sensitive handling by specialists aware of the importance of a rapid, final and cost-effective solution.

ICC arbitration has forged an unparalleled reputation for resolving international business disputes. The ICC

International Court of Arbitration, which is composed of members from more than 80 countries covering all major legal and cultural traditions, has handled over 15,000 cases since its creation in 1923.

As revealed in a recent study commissioned by PricewaterhouseCoopers, 76% of companies polled expressed a preference for arbitration administered by an international institution, and ICC came out as the clear favourite in the field.

The Secretary General of the ICC International Court of Arbitration, Anne Marie Whitesell, spoke of the many benefits to companies of resolving disputes through ICC arbitration. “The rules governing

## Investing in the future – chambers, youth and entrepreneurs

Developing chamber members of tomorrow must start at the beginning of their educational and professional lives. This workshop looked at ways chambers were helping young future members.

Kevin Smith, Chief Executive of the Young Chamber in the United Kingdom, explained the chamber's programme linking schools and local businesses. "Young Chamber is a simple idea that aims to give people aged 11 to 19 a voice in the process of business engagement," he said. As part of a national pilot with the UK government, Young Chamber has been rolled out across the accredited network of British chambers of commerce.

Senior Vice-President of the Taganrog Interregional Chamber of Commerce Olga Medlock presented a project under way in Russia that used universities as a primary place to recruit new employees. "People are not rich in their knowledge but in their ability and aspiration to retain new knowledge and convert this into expertise," she said. The project promoted closer coordination between chambers, universities, SMEs, and recruiting agencies.

The Vancouver Board of Trade created the Leaders of Tomorrow Program and The Company of Young. Darcy Rezac, Managing Director, described the projects launched in 2006 to teach young people leadership and volunteerism through pairing young members with a mentor from the business community.

The Y4 project, implemented by the Central Finland Chamber of Commerce and Industry, aimed to show that work and entrepreneurship are an integral part of society. "One of the points of departure of the Y4 process is to bring entrepreneurs and an

entrepreneurial way of thinking to society," explained the chamber Managing Director Uljas Valkeinen.

Scott Greenlee, President of Junior Chamber International, which has a network of nearly a quarter of a million members in over 100 countries, noted that the number of CEOs under age 35 is increasing. JCI leads projects in personal business, community and international development. "We believe that to create better entrepreneurs is to create better societies," he said.



**The workshop looked at the ways chambers are helping future members.**

ICC proceedings offer sufficient flexibility to accommodate the parties' wishes over such matters as the language and the place of the arbitration, the choice of arbitrators, and the applicable procedural and substantive rules. At the same time, however, they provide a secure and predictable framework that is reassuring for the parties and helps to ensure that things run smoothly," she said.

Ms Whitesell continued: "Costs are also predictable as they are calculated using scales based on the amount in dispute. A further, and not insignificant, advantage is the quality of the final decision, which is scrutinized by the Court before being issued to the parties."

The popularity of international arbitration owed much to the New York Convention, which came out of a movement initiated by ICC and currently ensured that arbitral awards enjoyed more widespread recognition across the world than judgements of national courts, she said.

Ms Whitesell said there should be greater awareness about arbitration. "Active promotion is essential, not only by ICC, but equally by local chambers of commerce, which are closest to grass-roots business," she said.



Hakim Borhan



The closing session included a hand-over ceremony to Malaysia.

## Congress closing ceremony

“The partnerships and connections made here will continue long into the future.”

**Marcus Wallenberg**  
ICC Chairman

Hakim Borhan, Mayor of Kuala Lumpur, and Yong Poh Kon, President of the Federation of Malaysian Manufacturers, took the stage with ICC WCF leaders and the host delegation from Turkey to officiate the Congress closing and hand-over ceremony. The next biennial Congress will be held in Kuala Lumpur in 2009.

In his closing words, Rona Yircali, ICC World Chambers Federation Chair, said: “This year’s Congress has opened up a whole new dimension since the first Congress in Marseilles in 1999. The world in which we operate has changed a lot since then, requiring fresh thinking by chambers, business and government, working in closer collaboration. Chambers serve a crucial function in helping to strengthen local organizations. I thank each and every one of you. Your contributions have been – and will continue to be – invaluable.”

Mr Yircali was joined in his remarks by Rifat Hisarciklioglu, President of the Union of Chambers and Commodity Exchanges of Turkey, and Kadir Topbas, Mayor of Istanbul.

“We are gathered in one of the world’s most up-and-coming cities, Istanbul,” Mr Hisarciklioglu said. “We meet at a time when Turkey is attracting foreign investment and continuing to make deep economic reforms. Turkey is a bridge between east and west and it was an ideal setting for our chambers Congress.”

ICC Chairman Marcus Wallenberg drew attention to the underlying merit of the Congress. “The partnerships and connections made here will continue long into the future. This is what the Congress is all about: building the links that ultimately facilitate trade among nations,” he said.

Mr Wallenberg also highlighted the multilateral trade declaration produced at the Congress: to press harder for a global accord in the World Trade Organization’s Doha round of trade negotiations. The statement was issued during the plenary on threats to multilateralism.

“We are counting on you to redouble your efforts when you return home, to convince your government leaders to act swiftly and finalize an agreement in the Doha round of world trade talks,” he said.

In bringing the 5th World Chambers Congress to an end, Mr Yircali signalled the growing importance of the Congress. “It is a sign of the drawing power of this event that bids to host the Congress through 2017 have already been filed,” he said.



Yong Poh Kon



## Media

The 5th World Chambers Congress was widely covered by local and international media through newspapers, website articles and television reports before, during and after the event. A total of 200 journalists attended the Congress.

Highlights of the coverage included television interviews with CNN Turkey and Al Jazeera; an op-ed in Turkey's leading English-language business daily signed by Rona Yircali on the crucial role of chambers in Turkish reform; live reports by Turkey's 24-hour news channel on daily events at the Congress; and an ad in *The Wall Street Journal Europe*.

Other examples of media that covered the Congress included: the *Financial Times*, the *Gulf Daily News*, BBC Monitoring Europe and Xinhua News Agency, as well as leading publications in Turkey, Australia, India, Sri Lanka and China.

As part of ICC's media partnership with *The Wall Street Journal Europe*, an advertisement was placed (at no charge) in the newspaper on 23 May. It encouraged people to register for the Congress and highlighted key speakers. Other international media partnerships included *Commerce International* and *EU Commerz*. Both magazines ran feature stories about the Congress with front page exposure for ICC. Turkish media partners ran daily news of the Congress events. These partners included *Turkish Daily News*, *Hurriyet*, *Ekonomist*, *Zaman*, *Milliyet*, *Referans*, and others.

The coverage was the result of initiatives taken by ICC's Communications Department in cooperation with The Union of Chambers and Commodity Exchange of Turkey. This year's World Chambers Congress coverage surpassed the amount of coverage the event had received in previous years.

For the full media coverage, please visit:

<http://www.iccwbo.org/worldchamberscongress/2007/id14094/index.html>



**Guy Sebban**



**Rona Yircali**



## Best International Cooperation

### WINNER

#### **The Confederation of Brazilian Commercial and Business Associations – Brazil Essen Chamber of Arts and Crafts – Germany**

##### Programa Capacitar Nordeste

The Confederation of Brazilian Commercial and Business Associations together with Essen Chamber of Arts and Crafts in Germany implemented the Programa Capacitar Nordeste in the north-eastern region of Brazil. The project has succeeded in changing the perception of chambers of commerce from social clubs to influential and important parts of the business community.



### Finalists

#### **The Barcelona Official Chamber of Commerce, Industry and Navigation – Spain**

##### PAI – The International Action Plan

The Barcelona Official Chamber of Commerce, Industry and Navigation project “The International Action Plan” aimed to bring companies closer to international markets by creating a programme dedicated exclusively to building international relations.

#### **The Chamber of Commerce for Bedfordshire – United Kingdom**

##### Pathways to Skills Transfer

The Chamber of Commerce for Bedfordshire created “Pathways to Skills Transfer,” a project allowing immigrants from Eastern Europe to verify whether their qualifications from their home country were transferable to the United Kingdom workplace.

#### **The Chamber of Industry and Trade of Stuttgart – Germany**

#### **The Chamber of Industry, Commerce, Services and Tourism of Santa Cruz – Bolivia**

##### Help to Grow: The Impossible is Possible

The Chamber of Industry and Trade of Stuttgart and the Chamber of Industry, Commerce, Services and Tourism of Santa Cruz, cooperated to help improve the competitiveness of the SMEs in the region of Santa Cruz, Bolivia, promote economic development and reduce poverty.

#### **The Sheffield Chamber of Commerce and Industry – United Kingdom**

##### Productivity Challenge: Enhancing Cambodian service provision to SMEs

The Sheffield Chamber of Commerce and Industry, in cooperation with the Danish Chamber of Commerce, worked with chambers in Cambodia to strengthen the business relationships between the countries by holding interactive seminars and workshops and inviting members to visit the UK and Denmark to observe their newly learnt skills in operation.

## Best New Membership Recruitment

### WINNER

#### **The Vancouver Board of Trade – Canada**

##### A Membership Strategy of Engagement

The Vancouver Board of Trade leveraged its potential as the best networking venue in the region, including writing a book on the subject, and increased its membership by 30%.



### Finalists

#### **The Anguilla Chamber of Commerce and Industry**

##### The Allure of Anguilla for Business

The Anguilla Chamber of Commerce and Industry formed a public-private partnership with the government of Anguilla, resulting in a membership increase from 60 to 1,110 members from 2006 to 2007.

#### **The Chamber of Economy of Sarajevo Canton – Bosnia and Herzegovina**

##### Recruitment and Retaining of Membership and Promotion of the Chamber Services

The Chamber of Economy of Sarajevo Canton had 550 members rejoin the chamber after dropping to zero members due to a new law in Bosnia and Herzegovina that made chamber membership non-mandatory.

#### **The Chamber of Commerce and Industry Eastern Province – Saudi Arabia**

##### New Membership Projects

The Chamber of Commerce and Industry Eastern Province aimed to develop the non-oil economic sectors of the country and saw chamber membership grow from 100 in the 1950s to just under 24,000 in 2006.

#### **The Goderich and District Chamber of Commerce – Canada**

##### Gearing for Growth

The Goderich and District Chamber of Commerce, through a variety of measures that included creating a website and hiring a part-time business manager, increased its membership from 54 members in 2004 to 156 by the end of 2006.

## Best Skills Development Programme

### Finalists

#### The County Carlow Chamber – Ireland

Induction Matters in Every Language series of multilingual DVDs

The County Carlow Chamber encouraged the integration of migrant workers into the workforce and society through language support and multicultural awareness and diversity management.

#### The Iraqi American Chamber of Commerce and Industry

Training and Development Resources Initiative for Business in Iraq

The Iraqi American Chamber of Commerce and Industry developed the Training and Development Resources Initiative for Business in Iraq to provide training and development for all Iraqis to increase employment and overall economic growth.

#### The Tampere Chamber of Commerce and Industry – Finland

Approved Board Member Training Programme

The Tampere Chamber of Commerce and Industry developed the Approved Board Member Training Programme to assist companies with developing good corporate governance practices and improving their business environment.

### WINNER

#### The Dhaka Chamber of Commerce and Industry – Bangladesh

DCCI Business Institute

The Dhaka Chamber of Commerce and Industry started a training centre and created human resource development programmes to assist SMEs in facing the challenges of globalization.



## Best Unconventional Project for SMEs

### Finalists

#### The Chamber of Economy of Federation of Bosnia and Herzegovina

With New Design towards World Markets

The Chamber of Economy of Federation of Bosnia and Herzegovina connected businesses and educational institutions in the woodworking industry to increase the economic development of the region.

#### The Liverpool Chamber of Commerce and Industry – United Kingdom

Liverpooltenders.com

The Liverpool Chamber of Commerce and Industry established the Liverpooltenders.com alert services to better inform businesses when a tender is advertised so that they may enter a bid. The alert services include SMS and e-mail messages.

#### Massif Central Chambers of Commerce and Industry Union - France

MAGETA®

The Massif Central Chambers of Commerce and Industry Union increased the sustainability of local businesses by creating a computer programme, MAGETA®, that links local retailers to local wholesalers.

#### The Mongolian National Chamber of Commerce and Industry

TUUL 21

The Mongolian National Chamber of Commerce and Industry created the TUUL 21 project to show businesses the benefits and importance of cleaner practices. As a result, the chamber is now seen as a national authority on issues of environmental management in Mongolia.

#### Victorian Employers' Chamber of Commerce and Industry - Australia

Grow Me the Money™

The Victorian Employers' Chamber of Commerce and Industry created the Grow Me the Money initiative to assist enterprises in making their workplaces more environmentally friendly.

### WINNER

#### The Federation of Chambers of Commerce and Industry of Sri Lanka

Back to Business

The Federation of Chambers of Commerce and Industry of Sri Lanka set up 10 regional help desks to assist businesses in getting back on their feet following the tsunami. To date, 11 119 businesses have been restored.



## Best Project from a Developing Country Chamber

This award was introduced at the 5th World Chambers Congress to recognize outstanding achievement by a chamber operating in a challenging business environment. There were two winners.

### WINNERS

Anguilla Chamber of Commerce and Industry and Chamber of Economy of Sarajevo Canton

# Participating organizations

## International organizations and transnational chambers

All African Federation of Chambers of Commerce, Industry and Agriculture

Association of Latin American Chambers of Commerce (AICO)

Association of Mediterranean Chambers of Commerce and Industry (ASCAME)

Business Humanitarian Forum

EU Renewable Energy Council (EREC)

Eurochambres

Eurochambres Women Network

European Commission

European Economic and Social Committee

European Parliament

Federation of Chambers of Commerce of Central America (FECAMCO)

General Union of Arab Chambers of Commerce, Industry and Agriculture

International Finance Corporation (IFC)

International Organization for Migration (IOM)

International Road Transport Union (IRU)

Islamic Development Bank

Junior Chamber International (JCI)

Organisation for Economic Cooperation and Development

SAARC Chamber of Commerce and Industry

The Confederation of Asia-Pacific Chambers of Commerce and Industry (CACCI)

United Nations Development Programme (UNDP)

World Customs Organization (WCO)

World Intellectual Property Organization (WIPO)

World Wildlife Fund (WWF)

## Afghanistan

Afghanistan International Chamber of Commerce

Afghan Women's Business Federation (AWBF)

## Albania

Chamber of Commerce and Industry Tirana

## Anguilla

Anguilla Chamber of Commerce and Industry

## Armenia

Chamber of Commerce and Industry of the Republic of Armenia

## Australia

Australian Chamber of Commerce and Industry

Commerce Queensland

EPA Victoria

Fremantle Chamber of Commerce

NSW Business Chamber Limited

Victorian Employers Chamber of Commerce and Industry

## Austria

Austrian Consulate General

Austrian Federal Economic Chamber

ICC Austria

## Azerbaijan

Azerbaijan Chamber of Commerce and Industry

The European Chamber of Commerce of Azerbaijan

## Bahrain

ICC Bahrain

## Bangladesh

Apex Footwear Limited

Bangladesh Employer's Federation

Bangladesh Women Chamber of Commerce and Industry

Green Delta Insurance Co. Ltd.

ICC Bangladesh

Kedarpur Tea Company Limited

Metropolitan Chamber of Commerce & Industry

Square Group of Companies

The Dhaka Chamber of Commerce and Industry

Transcom Group

## Belgium

Chamber of Commerce and Industry Antwerp-Waasland

Chamber of Commerce Leuven

ICC Belgium

## Benin

Benin Chamber of Commerce and Industry

## Bolivia

Chamber of Industry, Trade, Services and Tourism Santa Cruz (CAINCO)

## Bosnia and Herzegovina

Chamber of Economy of Federation of Bosnia and Herzegovina

Chamber of Economy of Sarajevo Canton

Foreign Trade Chamber of Bosnia and Herzegovina

## Brazil

Confederation of Brazilian Commercial and Business Associations (CACB)

Danneman, Siemsen, Bigler and Ipanema Moreira

## Bulgaria

Sabev and Partners Law Firm

Sopharma Plc.

## Canada

Alberta Chambers of Commerce

Burnaby Board of Trade

Canadian Chamber of Commerce

David LLP

Edmonton Chamber of Commerce

Goderich and District Chamber of Commerce

Shepa Learning Company

The Vancouver Board of Trade

## Cayman Islands

Cayman Islands Chamber of Commerce

## Chile

Santiago Chamber of Commerce

## China

CCPIT/COIC Beijing

Industrial and Commercial Bank of China Limited

ICC China

## Colombia

Bogota Chamber of Commerce

## Congo

Chamber of Commerce, Industry, Agriculture and Trade

## Croatia

Consulate General of the Republic of Croatia

Croatian Chamber of Economy

Croatian Chamber of Economy-County Chamber Rijeka

## Cuba

Chamber of Commerce of the Republic of Cuba

## Cyprus

Cyprus Chamber of Commerce and Industry

ICC Cyprus

## Czech Republic

Economic Chamber of the Czech Republic

## Egypt

Federation of Egyptian Chambers of Commerce

ICC Egypt

## Ethiopia

Addis Ababa Chamber of Commerce and Sectoral Associations

## Finland

Central Chamber of Commerce of Finland

Helsinki Region Chamber of Commerce

ICC Finland

Lappeenranta University of Technology, SC-Research

Tampere Chamber of Commerce and Industry

## France

Assembly of French Chambers of Commerce and Industry (ACFCI)

CCI of Meurthe and Moselle

CCI of Strasbourg and Lower Rhine

ICC France

Paris Chamber of Commerce and Industry

Massif Central Chamber of Commerce and Industry Union

## Georgia

Georgian Chamber of Commerce and Industry

## Germany

Association of German Chambers of Industry and Commerce

CCI Reutlingen

Chamber of Commerce and Industry (IHK) Stuttgart

Gefeg

ICC Germany

Potsdam Chamber of Commerce

Sequa GmbH Partner of German Business

South Westphalia Chamber of Commerce and Industry Hagen

The Kiel Institute for the World Economy

## Greece

Athens Chamber of Commerce and Industry

Chamber of Achaia

Chamber of Commerce and Industry of Pieria

Chamber of Commerce and Industry Xanthi

Chamber of Ioannina

Chamber of Trademen of Athens

Ilias Chamber

ICC Greece

Ministry of Economy and Finance-Information Society

Piraeus Chamber of Commerce and Industry

Thessaloniki Chamber of Commerce and Industry

## Guatemala

Chamber of Commerce of Guatemala

## Guinea-Bissau

Guinea-Bissau Chamber of Commerce, Industry and Agriculture

## Hong Kong

Li & Fung Group

## Hungary

Hungarian Chamber of Commerce and Industry

## India

Birla Group

Ercom Engineers Private Limited

Federation of Indian Chambers of Commerce and Industry (FICCI)  
Great Eastern Energy Corporation Ltd.  
India International Trade Centre  
ICC India

Kanoria Chemicals and Industries Limited

Meenakshi Tea Company Limited

Poddar Heritage Enterprises

Sanghi Organization

Til Limited

### Indonesia

Indonesian Chamber of Commerce and Industry

### Iran

Arak Chamber of Commerce, Industries and Mines

Atieh International Transport

Iran Chamber of Commerce, Industries and Mines

Kerman Chamber of Commerce, Industries and Mines

Orumieh Chamber of Commerce, Industry and Mines

Qazvin Chamber of Commerce, Industries and Mines

Sobhe Sadegh Co.

Tehran Chamber of Commerce, Industry and Mines

Tabriz Chamber of Commerce, Industries and Mines

### Iraq

Iraqi American Chamber of Commerce and Industry

Sulaimany Chamber of Commerce and Industry

### Ireland

Chambers Ireland

County Carlow Chamber

Dublin Chamber of Commerce

South Dublin Chamber

### Israel

Comsec Consulting

Federation of Israeli Chambers of Commerce

ICC Israel

### Italy

Bridas Corporation

DINTEC

Federdistribuzione

ICC Italy

Torino Chamber of Commerce

### Jamaica

The American Chamber of Commerce of Jamaica

### Japan

The Higashiosaka Chamber of Commerce and Industry

The Kita-Osaka Chamber of Commerce and Industry

### Jordan

Amman Chamber of Commerce

Century Wear Co.

ICC Jordan

Irbid Chamber of Commerce

Mafraq Chamber of Commerce

### Kazakhstan

KAZKA Association of Kazakhstan Entrepreneurs

The National Union of Entrepreneurs and Employers of Kazakhstan

### Republic of Korea (South)

Ansan Chamber of Commerce and Industry

Bucheon Chamber of Commerce & Industry

Daesung

ICC Korea

Korea Chamber of Commerce and Industry

Korea Trade Center

Pohang Chamber of Commerce and Industry

Samkoo Development Co., Ltd

Samwhan Corporation

Samyang Corporation

Seongnam Chamber of Commerce and Industry

Ulsan Chamber of Commerce and Industry

### Kyrgyzstan

Bishkek Business Club

### Laos

Lao National Chamber of Commerce and Industry

### Lebanon

Abou Merhi Group

Al Rifai Roastery

American University of Beirut

Assia Plast S.A.R.L.

Association of Insurance Companies in Lebanon

Audi Saradar Private Banking

Bank Med

BBAC Bank Sal

B.B.Energy Holdings N.V.

Beirut Chamber of Commerce, Industry and Agriculture

BLC Bank Sal

C.A.R.E. Group

Consolidated Contractors Company

First National Bank Sal

Gezairi Transport S.A.L

Indevco

ICC Lebanon

Malia Holding Sal

Menabex International

Tabbara Company for Commerce and Industry

The Consulting Group Holdings Ltd

### Libya

Benghazi Chamber of Commerce and Industry

### Lithuania

ICC Lithuania

### Luxembourg

European Investment Bank

### Macedonia

Economic Chamber of Macedonia

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AOS Conventions and Events

Embassy of Malaysia

Federation of Malaysian Manufacturers (FMM)

Kuala Lumpur City Hall

Kuala Lumpur Convention Centre

Lensa Film Sdn Bhd

Malaysian Industrial Development Authority

Malaysian International Chamber of Commerce and Industry

Malaysia Tourism Promotion Board

Messrs Skrine and Co.

Ministry of International Trade and Industry

Naga DBB

### Mauritius

The Mauritius Chamber of Commerce and Industry

### Mexico

Centro Banamex

ICC Mexico

Mexico Business Summit

National Chamber of Commerce of Mexico City

### Moldova

Chamber of Commerce and Industry of the Republic of Moldova

### Monaco

Beach and Cashmere Monaco

Carax

Cavpa

ICC Monaco

Monaco Contact Sarl

Monaco Economic Chamber of Commerce

Space Systems International Monaco

### Mongolia

Mongolian National Chamber of Commerce and Industry

### Morocco

Embassy of Morocco

### Netherlands

Amsterdam Chamber of Commerce and Industry

Chamber of Commerce Rotterdam

Chamber of Commerce West - Brabant

The Netherland Chamber of Commerce

Unilever Noderland Holdings B.V.

### New Zealand

Auckland Chamber of Commerce

Otago Chamber of Commerce

Wellington Regional Chamber of Commerce

### Nicaragua

Superior Council for Private Enterprise (COSEP)

### Nigeria

ICC Nigeria

Jof Nigeria Ltd.

Lagos Chamber of Commerce and Industry

Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture

Nigerian-South African Chamber of Commerce

Port Harcourt Chamber of Commerce, Industry, Mines and Agriculture

Sofunde, Osakwe, Ogundipe and Belgore

### Norway

DnB Nor Bank

ICC Norway

Norwegian School of Management BI

Oslo Chamber of Commerce

The Norwegian Association of Chambers of Commerce and Industry

### Oman

Oman Chamber of Commerce and Industry

### Pakistan

DHL Pakistan (PUT) Limited

Habib Jute Mills Ltd.

ICC Pakistan

KASB Group

### Palestine

Federation of Palestinian Chambers of Commerce

### Peru

Confiop (Confederacion Nacional de Instituciones Empresariales)

### Philippines

Philippine Chamber of Commerce and Industry

### Portugal

ICC Portugal

### Romania

Center for International Private Enterprise (CIPE) Romania

Chamber of Commerce and Industry of Romania

CI and Management SRL

Valcea Chamber of Commerce and Industry

### Russia

Chamber of Commerce and Industry of the Russian Federation

ICC Russia

Novorossiysk Chamber of Commerce and Industry

Perm Chamber of Commerce and Industry

Taganrog Interregional Chambers of Commerce and Industry

Vologda Chamber of Commerce and Industry

### Rwanda

Chamber of Tourism

Private Sector Federation of Entrepreneurs

### Saudi Arabia

Al Ahsa Chamber of Commerce and Industry

Al Qurayat Chamber of Commerce and Industry

Arar Chambers of Commerce and Industry

Chamber of Commerce and Industry Eastern Province

ICC Saudi Arabia

Jazan Chamber of Commerce and Industry

Jeddah Chamber of Commerce and Industry

Makkah Chamber of Commerce and Industry

The Council of Saudi Chambers of Commerce and Industry

Yanbu Chamber of Commerce and Industry

### Senegal

Dakar Chamber of Commerce, Industry and Agriculture

### Serbia

Belgrade Chamber of Commerce

Serbian Chamber of Commerce

### Singapore

Crimson Logic

ICC Singapore

Singapore Business Federation

Singapore International Chamber of Commerce

### Slovakia

Slovak Chamber of Commerce and Industry

### Slovenia

Chamber of Commerce and Industry of Slovenia

ICC Slovenia

### South Africa

Durban Chamber of Commerce and Industry

ICC South Africa

Johannesburg Chamber of Commerce and Industry

National African Federated Chamber of Commerce and Industry (NAFCOC)

National Association of Automobile Manufacturers of South Africa (NAAMSA)

South African Chamber of Business

### Spain

Badajoz Chamber of Commerce and Industry

Barcelona Chamber of Commerce, Industry and Navigation

Bilbao Chamber of Commerce

Catalan Council of Chambers of Commerce

Chamber of Commerce and Industry of Alava

Chamber of Commerce of Malaga

Girona Chamber of Commerce

High Council of Chambers of Commerce and Industry of Spain

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Lleida Chamber of Commerce and Industry

Madrid Chamber of Commerce

Respol YPF

Segovia Chamber of Commerce and Industry

**Sri Lanka**

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ICC Sri Lanka  
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Skandinaviska Enskilda Banken  
West Sweden Chamber of Commerce and Industry

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**Syria**

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ICC Syria  
Louka and Mitry Office Petroleum Marketing Department

**Tajikistan**

Chamber of Commerce and Industry of the Republic of Tajikistan

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ICC Thailand  
Thai Chamber of Commerce and Industry  
Thai Trade Center

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Groupe Djocotrans Siloe  
GTPME / PMI  
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Adapazarı Commodity Exchange  
Afyonkarahisar Chamber of Commerce and Industry  
Aegean Region Chamber of Industry  
AIESEC Turkey  
Akhisar Chamber of Commerce and Industry  
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Akkök Şirketler Grubu  
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Alaplı Chamber of Commerce and Industry

Aliğa Chamber of Commerce  
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Ankara Commodity Exchange  
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Antalya Chamber of Commerce and Industry  
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Arihan ve Arihan  
Artvin Chambers of Commerce and Industry  
ASKON  
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Ayvalık Chamber of Commerce  
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Babaeski Commodity Exchange  
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Balıkesir Chamber of Commerce  
Balıkesir Chamber of Industry  
Balıkesir Commodity Exchange  
Bandırma Chamber of Commerce  
Bandırma Commodity Exchange

Banking Regulation and Supervision Agency  
Bankpozitif Kredi ve Kalkınma Bankası A.Ş.  
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Best A.Ş.  
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Biga Commodity Exchange  
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Bunyan Chamber of Commerce  
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Burdur Commodity Exchange

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Çankırı Commodity Exchange  
Çarşamba Chamber of Commerce and Industry  
Çarşamba Commodity Exchange  
Çaycuma Chamber of Commerce and Industry

Ceyhan Chamber of Commerce  
Chamber of Shipping  
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Çınar and Çınar  
CitiBank  
Coca Cola  
Colgate Palmolive Türkiye A.Ş.

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Çorum Chamber of Commerce and Industry  
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Çubuk Commodity Exchange  
Cyprus Turkish Chamber of Industry

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Denizli Chamber of Industry  
Develi Chambers of Commerce  
Dinar Chamber of Commerce and Industry  
Diyarbakır Chamber of Commerce and Industry

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Doğubayazıt Chamber of Commerce and Industry  
Dörtöyl Chamber of Commerce and Industry  
Durmaz Zeytin

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Edremit Chamber of Commerce  
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Erdemli Chamber of Commerce and Industry  
Ereğli (Konya) Commodity Exchange  
Ereğli (Krd) Chamber of Commerce and Industry  
Ereğli Gemi İnşaat Sanayi ve Ticaret A.Ş.

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Esen Plastik Sanayi ve Ticaret A.Ş.  
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Eskişehir Commodity of Exchanges  
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Fatsa Commodity Exchange  
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Gemlik Commodity Exchanges

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Haymana Commodity Exchange  
Hayrabolu Chamber of Commerce and Industry  
Hayrabolu Commodity Exchange

Hema Endüstri A.Ş.  
Hopa Chamber of Commerce and Industry  
İBB  
ICC Turkey  
ICOC  
ICVB

İğdir Commodity Exchanges  
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IMEAK Chamber of Shipping  
İnebolu Chamber of Commerce and Industry  
Investment Support and Promotion Agency of Turkey  
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İş Hayatı Dayanışma Derneği  
İskefe Deri San Ve Tic A.Ş.

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Isparta Commodity Exchange  
İstanbul Chamber of Commerce  
İstanbul Commodity Exchange  
İstanbul Convention and Visitors Bureau  
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İstanbul Stock Exchange  
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İzmir Commodity Exchange  
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Karacabey Commodity Exchange  
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Karapınar Commodity Exchanges  
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Kayseri Chamber of Commerce  
Kayseri Chamber of Industry  
Kayseri Commodity Exchange  
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Milas Chamber of Commerce

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 Muğla Commodity Exchange  
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 Nevşehir Commodity Exchange  
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 Samsun Chamber of Commerce and Industry  
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 Şanlıurfa Chamber of Commerce and Industry  
 Şanlıurfa Commodity Exchange  
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 Tekirdağ Chamber of Commerce and Industry  
 Tekirdağ Commodity Exchange  
 Temel Transport A.Ş.  
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 Terme Commodity Exchange  
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 The Union of Chambers and Commodity Exchanges of Turkey (TOBB)  
 Tire Chamber of Commerce  
 Today's Zaman  
 Tokat Chamber of Commerce and Industry  
 TOOB ETÜ  
 Torbalı Chamber of Commerce  
 Trabzon Commodity Exchange  
 TÜGİK  
 TÜMSIAD  
 Turkish Public Relations Associations  
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 Turhal Chamber of Commerce and Industry  
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 Türk - Fransız Ticaret Derneği  
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 Turkish Cypriot Chamber of Commerce  
 Turkish Free Trade Zone Assembly  
 Turkish Tourism Investors Association (TYD)  
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 Ülker  
 Uluslararası Nakliyeciler Derneği  
 Undersecretariat of Customs  
 Undersecretariat of Foreign Trade

Union of Turkish Travel Agencies (TURSAB)  
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 Ünye Commodity Exchange  
 Uşak Chamber of Commerce and Industry  
 Uşak Commodity Exchange  
 Uzunköprü Chamber of Commerce and Industry  
 Vakıfbank  
 Vakıfbank İstanbul Bölge Genel Müdür Yard.  
 Vakıfbank İstanbul Bölge Genel Müdürlüğü  
 Van Chamber of Commerce and Industry  
 Vezirköprü Chamber of Commerce and Industry  
 Voith Industrial Services Endüstriyel Hiz Ltd Şti  
 World Trade Center İstanbul/ Antalya Branch  
 Yahyalı Chamber of Commerce  
 Yalova Chamber of Commerce and Industry  
 Yarış Kabin San. Tic. A.Ş.  
 Yaşar Holding A. Ş.  
 YASED – International Investors Association  
 Yerköy Commodity Exchange  
 Yozgat Chamber of Commerce and Industry  
 Yüksekova Chamber of Commerce and Industry  
 Zaman  
 Zile Chamber of Commerce and Industry  
 Zile Commodity Exchange  
 Zonguldak Chamber of Commerce and Industry  
 Zorlu Enerji Group of Companies  
*Full representation by diplomatic consuls and embassies for the opening ceremony*

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Uganda Investment Authority

## Ukraine

Cherkasy Chamber of Commerce and Industry  
 Donetsk Chamber of Commerce and Industry  
 ICC Ukraine  
 Ivano – Frankivsk Chamber of Commerce and Industry  
 Lugansk Regional Chamber of Commerce and Industry  
 Odessa Regional Chamber of Commerce and Industry  
 Rivne Chamber of Commerce and Industry  
 Transcarpathian Chamber of Commerce and Industry  
 The Ukrainian Chamber of Commerce and Industry

## United Arab Emirates

Dubai Chamber of Commerce and Industry  
 ICC U.A.E.  
 U.A.E. Federation of Chambers of Commerce of Industry

## United Kingdom

Bedfordshire and Luton Chamber of Commerce  
 Birmingham Chamber of Commerce and Industry  
 British Chambers of Commerce  
 Fast Future – GFF  
 HSBC  
 Interbrand  
 Liverpool Chamber of Commerce and Industry  
 London Chamber of Commerce  
 Rio Tinto Plc  
 Sheffield Chamber of Commerce and Industry  
 Sheffield City Council  
 Young Chamber United Kingdom

## United States

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 CatGen  
 Center for International Private Enterprise (CIPE)  
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 Los Angeles Area Chamber of Commerce  
 Metro Atlanta Chamber of Commerce  
 Mobile Area Chamber of Commerce  
 Orlando Regional Chamber of Commerce  
 Pennsylvania Chamber of Business and Industry  
 The Albright Group LLC  
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 United States Council for International Business (USCIB)  
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# Congress hosts

## **ICC World Chambers Federation**

The International Chamber of Commerce is the largest, most representative business organization in the world. Its hundreds of thousands of member companies in over 130 countries have interests spanning every sector of private enterprise. More than 2 000 experts drawn from ICC's member companies feed their knowledge and experience into crafting the ICC stance on specific business issues. For more information please visit:

[www.iccwbo.org](http://www.iccwbo.org)

The World Chambers Federation brings together ICC's worldwide network of chambers of commerce. It strengthens the links between chambers, enabling them to exchange experiences and improve chamber performance in areas such as finance, management and the development and promotion of services.

[www.worldchambersfederation.com](http://www.worldchambersfederation.com)

## **The Union of Chambers and Commodity Exchanges of Turkey**

The Union of Chambers and Commodity Exchanges of Turkey (TOBB) is the highest-level entity in Turkey representing the private sector. Through this network, TOBB unites 1 300 000 firms from all sectors and regions.

TOBB is a leading partner of ICC in Turkey, hosting its national committee. It also actively works with transnational chamber organizations including Eurochambres, the Islamic Chamber of Commerce and Industry, the Association of Mediterranean Chambers of Commerce and Industry, the Association of Black Sea Zone Chambers of Commerce and Industry, ECO Chamber of Commerce and Industry and the Association of Balkan Chambers.

[www.tobb.org.tr](http://www.tobb.org.tr)

## **World Chambers Federation**

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