



غرفة دبي
DUBAI CHAMBER

Partnership FOR GROWTH

**World Chambers Competition
2009**

Best Networking Project

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1. Abstract

Background

Dubai and Hamburg are natural partners, given their remarkable similarities in terms of geographical location, logistical infrastructure and fast-growing worldwide renowned sea ports. Over the past couple of years, Dubai has emerged as a business and trade hub attracting attention through innovative real estate projects and investment options in the main economic sectors. On the other hand, Hamburg is Germany's second largest city, and Europe's largest port for trade and commerce between Eastern Europe, countries of the Baltic and Asia-Pacific. These among other factors sparked the interest of the Dubai Chamber of Commerce & Industry and the Hamburg Chamber to create a unique platform for the development of bilateral commercial relations between Germany and the UAE.

Concept

Fueled by the desire to achieve greater depth in economic relations between Dubai and Hamburg, the Dubai Chamber of Commerce & Industry and the Hamburg Chamber of Commerce agreed to work together to implement the Dubai Hamburg Business Forum. This project was created to promote business development in selected economic industries by providing a channel to exchange information and research on opportunities or challenges each market faces.

Over the past two years, this project has provided an unparalleled platform for leaders and entrepreneurs to share and voice their expertise in the fields of Energy, Banking & Finance, Health Care and Life Sciences, Logistics & Foreign Trade and Media and IT. Open dialogue has helped create and strengthen the relationship of business people bilaterally. The event was designed so that the exchange of knowledge, expertise and technical know-how not only encouraged for participants to seek broadening their contact base but to target their networking activities with business leaders and key decision makers.

The project provided a full program of plenary sessions, interactive briefings, networking opportunities along with one-to-one sessions and site visits. Its interactive nature offered unlimited opportunities for participants to air their ideas and views, put forward their questions with the full knowledge that the communication would help shed a light on the thriving business cultures and endless opportunities of expansion between two cities and countries.

Outcome

It is evident to both Chambers that the events objectives were achieved due to the following:

- Dubai Chamber of Commerce & Industry and the Hamburg Chamber of Commerce signed a Strategic Partnership Agreement identifying areas of cooperation
- Both Chambers are in the process of evaluating the possibility of setting up a School of Logistics in Dubai.
- The Dubai based conglomerate S.S. Lootah Group and the University Medical Center Hamburg-Eppendorf (UKE), the largest Medical Center in the northern part of Germany, signed a MoU addressing the following:
- This forum was recognized as an opportunity for both Chamber stakeholders to meet, discuss the issues, and begin to develop a plan of action to address the challenges and opportunities to strengthen mutual cooperation between the business communities

2. Project Overview

2.1 Dubai Hamburg Business Forum 2007

In October 2007, the Dubai Chamber of Commerce and Industry hosted the Dubai-Hamburg Business Forum in cooperation with the Hamburg Chamber of Commerce in Dubai. Representatives of leading economic establishments, decision makers and businessmen from Dubai, along with 50 CEOs, business leaders and directors of German companies from Hamburg attended the forum. The discussions that followed in the two-day bilateral conference aimed to strengthen mutual cooperation between the business communities of Dubai and Hamburg in different economic sectors, as well as encourage business and investment opportunities in both cities.

A multi-industry research was conducted and published by both Chambers to understand how business evolution and trends are changing the structures, roles and key priorities of four sectors that Dubai and Hamburg both identified as pivotal to their economic development. The research papers outlined the importance and relevance of these industries and offered additional perspectives, analytical frameworks, statistical data, and areas of cooperation including the challenges of these sectors.

The main industries discussed during the forum were:

- Banking and Finance
- Energy (Solar Energy)
- Healthcare and Life Sciences
- Logistics and Foreign Trade

Event Outline:

The first day of the forum included a number of business sessions where the speakers from both cities introduced the participants to the development aspects of the economic sectors concerned. Furthermore, it allowed for UAE businessmen and decision makers to meet their German counterparts.

- **Plenary Session:** The conference featured four plenary sessions, in which a panel of experts critically assessed the state of the industry and answered relevant questions. Each plenary session included a facilitated panel discussion with audience participation. This was intended to facilitate access to current, related information emanating from contributed papers and to provide a venue for continued conferee discussion of each plenary topic.
- **Networking:** The networking event allowed for like minded business people in similar industries to meet, talk and build relations with one another. The delegates were given a branded delegates bag which included each their badge, delegation profile brochure with delegates pictures, speakers profile with pictures, forum brochure and research papers. Both Chambers emailed one another the delegates list prior to the event to share the names of the attendees and for them to identify their counterparts.

The second day included onsite visits to different organizations representing the different industries that took part in the event. This was done to help educate and designed to show operational conditions of some of the major companies in Dubai.

- On-site visits:
 - Banking and Finance: Dubai International Financial Center
 - Energy: Empower
 - Healthcare and Life Sciences: Dubai Health Care City
 - Maritime: Dubai Maritime City
 - Aviation/Aerospace: Dubai World Central
 - Logistics: Jebel Ali Free Zone Authority

2.2 Dubai Hamburg Business Forum 2008

The second round of the forum took place in December 2008 hosted by the Hamburg Chamber of Commerce in Hamburg. The business forum organized by the Hamburg Chamber of Commerce in association with Dubai Chamber of Commerce & Industry was made up of 220 businessmen including 160 from Germany and a 60-member Dubai delegation attending the event concluding with a site visit.

The two-day forum explored different perspectives for business activities and economic growth between the regions through a series of presentations and panel discussions covering the same industries in 2007 and in addition the media and IT sector recognized as a prominent industry in both regions.

Event Outline:

Dubai and Hamburg discussed the main obstacles to trade between the two cities and steps and procedures to be followed to strengthen cooperation between the two in highly relevant economic sectors.

- **Plenary Sessions:** the plenary sessions provided delegates with an insightful and resourceful approach to understanding the economic landscape both in Dubai and Hamburg. The sessions provided an opportunity for learning and dialogue, whilst providing the opportunity to meet new trading partners and investors.
- **Networking:** followed the same model used in the 2007 event
- **One-to-One Business Matching Meetings:** the one-on-one meetings provided an invaluable opportunity for the Dubai delegates to meet with their Hamburg counterparts to develop their contacts, and to generate new business. One-on-one meetings were pre-arranged between the Delegates from both Chambers. To ensure maximum benefit was gained from these meetings, each participant received an individually tailored itinerary, based on appointment requests. This individual itinerary included the name of the person the delegate was meeting and where.

The informal discussions between Delegates took place during the reception, lunch and dinner while the pre-arranged meetings took place in meeting rooms at the Hamburg Chamber.

- On-Site Visits:
 - Foreign Trade & Logistics: Harbour and Airbus production facilities
 - Health care and Life Sciences: University Medical Center-Eppendorf

3. Innovative Nature of Project

Organizing this significant project was in line with the Chamber's vision and strategy in supporting its members and businessmen by providing them with suitable opportunities to develop external trade ties with their counterparts worldwide and enhance their competitiveness in international trade practices.

To form international partnerships that foster economic development, cross-cultural exchange, and business related cooperation both Chambers decided to bring the business communities together based on the many similarities they share. Networking events might be similar in principle however the Dubai Hamburg Business Forum can be differentiated from other events as specific criteria was used to benchmark the right business partner. Both Chambers went into partnership with one another due to the similar trade activities and economic functions that were identified between both cities.

Basis for partnership:

1. Both cities are known as trading hubs, logistics and distribution centers and of course as gateways to their respective regions besides sharing histories of thriving on international trade, shipping and maritime industries.
2. Hamburg offers a wide range of healthcare products and services, from medical and lab technology to consultancy. Dubai has set its sights on becoming an international hub for medical tourism investing in major healthcare projects. Dubai Healthcare City, the world's first healthcare free zone, aims to become an internationally recognized location of choice for quality healthcare and an integrated regional center of excellence for clinical and wellness services, medical education and life science research in the Middle East.
3. With oil resources dwindling, Dubai is shifting towards renewable energy with a focus on solar and wind energy as an alternative to fossil fuels. The transfer of know-how is essential for Dubai and Hamburg to collaborate effectively as Hamburg is producing cutting-edge technology and innovation in power engineering.
4. The Media and IT sector has witnessed steady growth in Dubai over the last few years especially in the radio and television sector. Dubai Media City, has played a major role in the development of this industry as this free zone provides an advanced infrastructure and environment allowing activities related to publishing, broadcasting, film, media and related services to flourish. Dubai Internet City was created to support the development of business information and communications technology companies. In the process, the UAE has built the most developed telecommunications services in the region. Hamburg is known to be Germany's number one media capital employing over 60,000 people. Companies are active in the areas of advertising, publishing print and broadcasting media, music, TV and film as well as the games and cultural industry.
5. Hamburg retains an important role in the German finance sector. As a German banking centre, the city is second only to Frankfurt. Hamburg also ranks third among the insurance industry centers in Germany making the city one of the oldest and most important financial centers. According to the Global Financial Centers Index (GFCI) 2008, Dubai is the leading financial centre in the Middle East and the fourth most competitive in Asia. As powerhouses in this industry, Hamburg and Dubai have a lot to offer in terms of opportunities and bi-lateral cooperation.

6. Both Chambers of Commerce have universities under their auspices, i.e. University of Dubai and the Hamburg School of Business Administration.

In times of accelerating change and uncertainty forums such as the Dubai Hamburg Business Forum has become a useful tool as it not only serves to highlight general areas of cooperation, but also to exchange views and boost confidence. During the second round of the forum, the current economic crisis was a topic that was discussed openly where both sides shared some of the challenges and opportunities lying ahead.

4. Forum Impact

4.1 Strategic Partnership Agreement

During the conference, a Strategic Partnership Agreement was signed between both Chambers. The aim of this agreement is to foster deeper relations between the cities through enhancing academic exchange and intensifying co-operation in the fields of mediation and arbitration, and will be followed by a further series of meetings between the two Chambers and corporate representatives from both Dubai and Hamburg.

Organization of Joint Conferences in Dubai and Hamburg

The Dubai Chamber and Hamburg Chamber have agreed to the following:

- providing information and know-how exchange, mainly by organizing joint conferences and meetings with involved experts and companies
- setting up a steady platform for co-operation between experts, companies, utilities and other involved parties
- technical and organizational support for the identification of potential joint implementation projects and in the first steps of project definition and development
- arrange a small related business delegation to the host city on a yearly basis

Cooperation between the Hamburg School of Business Administration (HSBA) and the University of Dubai

On the education front, the University of Dubai, operating under the umbrella of Dubai Chamber, and the Hamburg School of Business Administration (HSBA), operating under the umbrella of the Hamburg Chamber are currently working on increasing the exchange of lecturers and students alongside a supporting programme giving insights into the cultural, political and economic environment of the host school in the years to come. Furthermore, the Dubai students will be able to do work placement or internship in Hamburg.

Cooperation concerning arbitration and business mediation between the Dubai Chamber of Commerce and Industry and the Hamburg Chamber of Commerce

Under the agreement, the Hamburg and Dubai Chambers will cooperate in promoting the use of commercial arbitration in disputes between businesses of the two countries whenever appropriate as both parties agreed to translate their arbitration rules into the partner's language and to publish them on their websites with links to information about the Court of Arbitration and the arbitration rules of the partner organization.

Both the Chambers will also grant each other assistance in terms of recommending persons of suitable experience and integrity to be considered for appointment as arbitrators. The signatories will mutually assist their partners in obtaining information, publications and

advice on national arbitration laws and invite their partner to international arbitration conferences that they organize.

4.2 Arab Health

The two sides have also agreed to cooperate in the field of healthcare by organizing an annual meeting between companies represented by the two institutions which should be coordinated with the visits by the Hamburg delegation to the Arab Health exhibition. The first meeting was scheduled in January 2009.

Additionally, on the occasion of Arab Health, the Hamburg and Dubai Chambers agree to jointly organize small sector-related workshops on specific topics of common interest and offer their business representatives a further platform for discussion and networking. The workshops will take place at Dubai Chamber.

4.3 School of Logistics

Hamburg as a global hub for logistics between Central and Eastern Europe and the Baltic Sea region; benefits from its central position at the heart of Europe. Also known as the gateway to the German market, Hamburg's port sector of trading, distribution, final assembly, and logistics is renowned as is Hamburg Airport.

Moreover, Dubai is building the world's largest passenger and cargo hub with a design capacity of over 12 million tonnes of cargo a year and in excess of 120 million passengers annually and capable of handling all new generation aircraft, including the A380 superjumbo. Dubai World Central will need qualified personnel, which is where Hamburg's expertise can be utilized.

To handle the training, education and management of the large scale of the project, both Chambers will be working together to research several options to foster excellence in academia, research, and professional programs in order to contribute toward the development of management and logistics studies to the achievement of innovative, useful and successful solutions for all.

The cooperation includes:

- Setting up a School of Logistics with a bachelor or masters degree. This degree would be designed for personnel in managerial positions with a university degree. Hamburg can provide a lot of know-how for setting up and developing the university programs and teachers in the beginning or train local teachers.
- Vocational training, prepares learners for jobs that are based in manual or practical activities as well as theoretically. It is sometimes referred to as technical education, as the learner directly develops expertise in a particular group of techniques or technology. This is very common in Germany but not in the UAE; it does not lead to the highest level of education, but produces very qualified staff for middle segment jobs.
- Setting up a master degree program in an already existing school/university (ie. University of Dubai and HSBA). Hamburg would be able to provide a lot of know-how for setting up and developing the university programs and perhaps send teachers in the beginning or train local teachers.

4.4 Success Story

UAE based conglomerate S.S. Lootah Group and German-based UKE Consult and Management GmbH (UCM), the international arm of the University Medical Center Hamburg -Eppendorf (UKE), signed a cooperation agreement for comprehensive consultancy and management of healthcare services. S.S. Lootah's cooperation with UCM will address healthcare consultancy services, management of healthcare projects, design and implementation of hospital management systems and education and training of both medical and administrative personnel. UCM's expertise in the above areas will be incorporated in the soon-to-be launched hospital project of S.S. Lootah.

5. Measurable Outcome

Dubai Chamber of Commerce & Industry and Hamburg Chamber of Commerce believe that their event goals were achieved and met when the feedback to the program, caliber of attendees and networking activities were evaluated as very positively.

2008			
	Achievements	Target	Achieved
1	Participants overall satisfaction in the forum	90%	100%
2	Percentage of participants satisfied with project coordination	90%	96%
2	Percentage of participants satisfied in the organization of the forum	90%	94%
4	Percentage of participants satisfied with venue	90%	92%
5	Percentage of participants satisfied with the site visits	80%	88%
6	Percentage of participants satisfied on the topics discussed during the forum	80%	86%
7	Percentage of participants satisfied with the speakers	80%	86%
8	Percentage of participants satisfied with forum expenses	80%	86%
9	Percentage of participants satisfied with	80%	80%
10	Percentage of the Participants Satisfaction on the duration of the discussion panels	80%	74%

Performance Indicators

2008			
	Indicators	Target	Achieved
1	Number of Participants from Dubai Chamber	50	60
2	Number of Participants from Hamburg Chamber	150	200
3	Overall Participants in the forum	200	260
4	Number of German Companies that have branches in Dubai	500	579

6. Project Relevance

The long-term mission for both Chambers has always been to provide the best services to their members and for them to become directly involved in international relations. The crucial roles both Chambers have in helping improve the business climate of their respective cities has promoted these organizations to become the first choice for support and assistance for the business community. Furthermore, the mission to develop an infrastructure to assist business development and facilitate network opportunities and interaction of members with the local, regional, and international community is what inspires the organization of networking events.

Networking is becoming the most successful method of forming business partnerships. Many companies benefit from their involvement in Chamber events throughout the year due to the opportunities that present themselves. The support that was given to the business delegates included:

- Extensive research on the key industries Dubai and Hamburg have in common
- Platform to exchange ideas and develop relationships with their counterparts internationally (establishing business contacts)
- Developed a way for the many and diverse elements of each community to come together to enjoy and profit from a cooperative program
- Opened new dialogues with counterparts to find unique solutions to improving business practices
- Provided a gateway into new markets and product lines
- Open new markets to attract foreign investment
- Facilitate knowledge and technology transfer and joint research
- With the aid of the media coverage potentially increase tourism
- Participate in benchmarking, which helped the participants identify areas they can improve their business performance.
- Exchange of consultation advice; experts joined the forum to scout and offer their services to their counterparts.

7. Future Areas of Cooperation

Recognizing the interest of Dubai and Hamburg, the speakers and participants identified key aspects to help develop facilitating coordinated services and maximizing available resources as well as recognizing and defining the areas of cooperation in each sector.

7.1 Cooperation Opportunities in Banking & Finance:

1. Loan and mortgage insurance, life insurance.
2. Arbitration and business mediation for financial sector companies.
3. Direct investment in the financial sector as Dubai provides huge returns on investment and significant absorption capacity.
4. Sophistication and modernization of the financial markets by delivering consultancy inputs.
5. Know-how transfer regarding financial regulations.
6. Shipping finance and shipping insurance still has to be revised and modernized.
7. Cooperation with German cooperative banks with experience in providing credit lines to Small and Medium Enterprises (SMEs).
8. Explore the benefits of Islamic Financing for Hamburg based companies.

7.2 Cooperation Opportunities in Logistics & Foreign Trade:

1. Dubai needs support to develop regulations in ship ownership, brokerage, insurance and financing.
2. Port management expertise.
3. Establish vocational training in shipping/logistics, dual training systems combining class room and on the job training.
4. Exploring ways to prolong double tax agreement between UAE and Germany so that the investment between the two countries is not affected.

7.3 Cooperation Opportunities in Energy:

1. Jointly explore ways for creating synergy between fossil energy and alternative/renewable energy.
2. Cooperation in sustainable and green buildings.
3. Transfer of green technology know-how.
4. More efficiency required for Dubai's district cooling projects.
5. Joint research projects and awareness programs to learn about energy particularities of the two regions, stressing the need for sustainable energy, responsible business principles and sustainable environment.

7.4 Cooperation Opportunities in Media & IT:

1. Establish partnerships in sharing expertise in media & IT.
2. Joint ventures for SMEs is a potential avenue that is unexplored
3. Assistance of Media & IT professionals from Germany to further develop this sector.

7.5 Cooperation Opportunities Healthcare & Life Sciences:

1. Consultancy services to the healthcare sector
2. Education and training, especially vocational
3. Development/Transfer of new technologies in the medical sector.
4. Huge opportunities to put completely new healthcare system that guarantees first movers' advantage.

8. Potential for Model Adaptation

The very nature of clearly established and defined rudiments which establish strong partnerships, there is a number of ways that this project can be adapted to other chambers internationally. Developing relations involves building deep networks strongly rooted in a bond or connection that is developed over time with other people. Any successful relationship is unique to every situation, and evolves over time. It starts out tentative and fragile, full of unfulfilled possibilities and expectations. It grows stronger with experience and familiarity. It matures into trust and commitment.

The process of creation, growth and strengthening of business, professional and personal relationships is useful for assessing the status of a relationship and where it fits in the process of development. This concept can be used for any Chamber as the basis of helping support their stakeholders to form ties with the international community.

Replicating this project and achieving successful results is not only attainable but can also include other variables such as choosing the main areas of interest or relevance between partnering Chambers. With this in mind, the following are of crucial importance:

- Establish partners of similar economic and trade activities identifying clear outlines for synergy
- Produce research in key sectors that highlights the challenges and opportunities as a source for investor knowledge
- Identify and organize jointly agreed networking agenda
- Identify the correct caliber of speakers, decision makers and industry experts that will add value to the event
- Ensure there is intercultural understanding and tolerance
- Fully utilize resources to organize a large scale event, taking into consideration the geographic distance.