



ICC World Chambers Federation

The World Chambers Federation is ICC's specialized division for its chamber of commerce members worldwide. WCF was previously known as IBCC. WCF not only helps individual chambers to become more productive, but also strengthens the links between them, in order to exchange experiences and improve their chamber's performance in areas such as finance, management and the development and promotion of services. ICC is the world business organization. Business everywhere benefits from ICC's rules and policies for the conduct of trade.

ICC World Chambers Federation
ICC, the world business organization
38 Cours Albert 1er
75008 Paris, France
Tel +33 1 49 53 29 44
Fax +33 1 49 53 30 79
Email wcf@iccwbo.org
www.worldchambersfederation.com

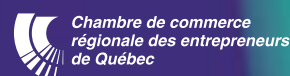


CCC

Canadian Chamber of Commerce

The Canadian Chamber is the only national organization that speaks for more than 170 000 businesses from every Canadian region. The strength of its broad-based membership ensures that it is an articulate and persuasive advocate for Canadian businesses of all sizes and from all sectors of the economy on domestic, regional and international issues. The goal of the Canadian Chamber's activities is to foster a strong, competitive economic environment that benefits Canada and all Canadians, and enables Canadian business to maximize global opportunities.

The Canadian Chamber of Commerce
#501-350 Sparks Street
Ottawa, Ontario K1R 7S8 Canada
Tel +1 613 238 4000
Fax +1 613 238 7643
Email info@chamber.ca
www.chamber.ca



CCREQ

Quebec City Entrepreneurs' Regional Chamber of Commerce

Quebec City Entrepreneurs' Regional Chamber of Commerce is one of the most important chambers in Canada. The Chamber focuses on economic and social development in its role as a catalyst for its member companies. It promotes conditions favourable to business and the interests of its members. International networks and advanced technologies are the Chamber's key priorities, reflecting the image of the entrepreneurs of Quebec.

Quebec City Entrepreneurs' Regional Chamber of Commerce
2700 boulevard Laurier
Édifice Champlain, Bureau 3200
Sainte-Foy, Québec G1V 4K5 Canada
Tel +1 418 651 7181
Fax +1 418 651 5248
Email info@ccreq.ca
www.ccreq.ca



ICC World Chambers Federation
A specialized division of the International Chamber of Commerce
The world business organization

The 3rd World Chambers Congress Congress Report

Quebec City, 15 to 17 September 2003



THE CANADIAN CHAMBER OF COMMERCE
LA CHAMBRE DE COMMERCE DU CANADA



Reaching out, building relationships

The 3rd World Chambers Congress

Quebec City, 15 to 17 September 2003

Thinking globally, acting locally is one of the aphorisms of the modern age. Technological advances and a persistent opening of trade across borders means that every business in the world – no matter how small – has an unprecedented opportunity to participate in a global economy.

It was with this in mind that some 1000 chamber of commerce executives, from more than 90 countries gathered in Quebec City, Canada from September 15-17, 2003 for the 3rd World Chambers Congress.

They came to make new contacts, forge new relationships and, ultimately, do what business people do best – engage in a lively exchange of ideas and experiences. The result in Quebec, over three days of conferences, was a veritable marketplace of chamber best practice.

From the opening ceremony with Canadian Prime Minister, Jean Chrétien to the closing dinner and announcement of the winners of the inaugural World Chambers Competition, the 3rd World Chambers Congress further cemented this biennial event as the most important meeting on the world chambers' calendar.



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International Chamber of Commerce
38 Cours Albert 1er, 75008 Paris
France
Tel. +33 1 49 53 28 28
Fax +33 1 49 53 28 59
Website www.iccwbo.org
E-mail icc@iccwbo.org

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Congress opens with Chrétien call to arms



Jean Chrétien
We must move forward

Canadian Prime Minister Jean Chrétien opened the 3rd World Chambers Congress with a rousing speech on the need to progress global trade talks.

Taking to the Quebec Congress Centre stage only days after the collapse of WTO trade talks in Cancun, Mexico, Mr Chrétien urged his audience of more than 800 chamber representatives to use their influence to ensure completion of the Doha Development Round.

"If globalization is to deliver benefits to all peoples in all corners of the globe, the open rules-based multilateral trading system is vital," he said. "The failure of the trade talks in Cancun is a great disappointment. But it is only a setback. We must move forward."

ICC Chairman, Jean-René Fourtou responded on behalf of the world business community, pledging to make a successful trade round a priority for the world business organization.

"The world business community will now redouble its efforts to convince governments to move this agenda forward," he said. "The stakes are simply too high for us not to do so."

Jean-René Fourtou



Quebec City Mayor, Jean-Paul L'Allier used the opening ceremony to welcome international guests to his city and wished them every success "in your next three days of important deliberations."

Meanwhile, governance was on the mind of recently elected Quebec Premier, Jean Charest: "Good governance and stable institutions are key

to the performance of the economy," he said. "And we are committed here in Quebec to providing both."

Former chair of the World Chambers Federation, Adnan Kassir used the opening ceremony to call on all chambers to "strengthen this incredible brand "chamber of commerce". "We must ensure that chambers of commerce from all parts of the world, share and benefit from one another's skills, trades and knowledge," he said.

Mr Kassir took a moment to highlight the inaugural World Chambers Competition which would become a key feature of the Congress. "The competition will showcase exemplary initiatives and encourage exchanges of information and expertise between chambers."

ICC Vice Chairman, Yong Sung Park noted that the Congress was a dynamic environment "to share with their peers ideas on the services chambers provide, on best practice, and how they are meeting their member's companies' needs and expectations."

Diane Déry, from Congress co-organisers the Chambre de Commerce Régionale des Entrepreneurs de Québec (CCREQ) said she looked forward to helping stage a congress which would be both informative and constructive.

"For the next few days we will be discussing what we can do, in order to play a positive role in our cities, in our communities and around the world."



In an impassioned opening ceremony speech, which drew hearty applause from the audience, Canadian Prime Minister Jean Chrétien decried the failure of global trade negotiations in Cancun, Mexico and called upon governments to renew their commitment to a multilateral trading system.

"The failure of the World Trade Organization meeting in Cancun is very worrisome," he said.

"Agricultural subsidies of developed countries must be radically reduced to give developing countries, particularly in Africa, the chance to improve living standards of their populations. The developed world has an obligation to act and to act quickly.

"Good global citizenship is part of governing in the 21st century. Canada must continue to support multilateral approaches to global problems. The major challenges of our time include poverty, environmental degradation, infectious disease, regional conflict, organized crime and terrorism," he said.

"Harnessing globalization for the betterment of people through expanded trade and smarter development also demands coordination through multilateral organizations.

"On behalf of Canada, I call on the European Union and the United States, and all members of the WTO to reflect again on what happened (in Cancun) and to reconsider their positions. It is not too late."

Jean Chrétien Prime Minister of Canada



Regional meetings

A series of regional meetings, held in the early stages of the congress, gave chambers from Africa, Asia, Central and Eastern Europe, and Latin America an opportunity to address pressing issues from their own corners of the globe. Highlights included:



Jeya Wilson

Africa

- William Tiga Tita, CEO of the G77 Chamber of Commerce and Industry TIN Network heralded the New Partnership for Africa's Development (NEPAD) as a bold strategic step for Africa's business community.
- Jeya Wilson, Chief Executive of South Africa's Durban Chamber of Commerce and Industry expressed her excitement about the upcoming 2005 World Chambers Congress to be held in Durban.
- Jean Rogers, Deputy Director of CIPE (Center for International Private Enterprise), of the US Chamber of Commerce showcased the AVBAN Project (African Virtual Business Association Network) a digital tool for the African business community.



Kiat Sittheeamon

Asia

- Moderator, Kiat Sittheeamon, Chairman of ICC Thailand and Deputy Secretary General, Board of Trade, Thailand, focused the session on such pressing Asian business issues as managing the impacts of SARS and China's emerging role as an economic powerhouse.
- Michio Mizoguchi, Vice-Chairman ICC Japan suggested China be seen as a strategic partner that chambers should strive to develop ties with, rather than the threat many perceived it to be.
- Webster Kiang, Director General, Confederation of Asia Pacific Chambers of Commerce and Industry, and Mr Edward Zeng Chairman & CEO of Sparkice, China recommended increasing economic cooperation amongst business players in the region.



Helmut Klomfar

Central & Eastern Europe

- Moderator, Helmut Klomfar, Vice Chair ICC Austria, explored how chambers in this region could modify their programs and operations to prepare for their role in an expanding European Union.
- Jožko Čuk, President, Chamber of Commerce and Industry of Slovenia emphasized the importance of compulsory chamber membership and recommended fostering relationships with partner organizations in other countries.
- John Mroz, President and Founder of the EastWest Institute noted that EU expansion increases the opportunity for joint ventures and cross-border partnerships.



Samuel Gleiser Katz

Latin America

- The gathering of Latin American chambers addressed the economic uncertainty that is facing many chambers in this region. In a session moderated by Samuel Gleiser Katz, Chairman of the National Chamber of Commerce of Peru, participants including Andrés López, Executive Vice-President of the Bogota Chamber of Commerce, and Joaquín Zevallos, President of Asociación Iberoamericana de Camaras de Comercio, Ecuador discussed improving cooperation among regional chambers.

Opening plenary – reading the economic crystal ball

Economic powerhouses such as China and the US will lead the economic charge in the future, however, there will be opportunities for other countries, predicted experts at the 3rd World Chambers Congress opening plenary.

Sung Won Sohn, Executive Vice President and Chief Economic Officer, Wells Fargo, USA noted that while global economies are gaining altitude, the US economy is beginning to recover. He projected that the US economy will be the locomotive in the 21st Century.

China will also be an economic superpower due to its unlimited cheap labour, access to technology and numbers of overseas Chinese throughout the world, said Mr Sohn. But, he added, "China will not replace the US as the locomotive, because 90% of economic growth in China relies on exports."

Former ICC Chairman Richard D. McCormick, described the US economic climate as "cool but getting warmer." Of China's role as a future economic leader, Mr McCormick said China will have a profound influence on the world but, "No matter where we do business, our economic well being will depend on business in other countries."

He echoed the sentiment of Prime Minister Chrétien and ICC Chairman Jean-René Fourtou. While the trade talks in Cancun were a setback, he said, it was not the end of the road. "ICC has made it clear that we are ready to do whatever we can to move this process forward," he said.

Barbara Stymiest, CEO, TSX Group, Canada presented a different perspective. Explosive trade growth in countries all over the world would challenge the economic dominance of the US, she predicted. "There is an opportunity for other economies to create capital markets, to no longer rely on the US," she said.

Sean Finn, Chairman, Quebec Chamber of Commerce Federation agreed, adding: "It is important that chambers of commerce get involved." The panelists agreed that although that the failures at Cancun represent a significant obstacle at present, the global economy is certainly heading towards a positive future.



ICC Secretary General Maria Livanos Cattai and Barbara Stymiest



Richard D. McCormick and Sung Won Sohn

Chamber branding and accreditation

John Dunne



Vincent Bovy, Managing Director, Federation of Belgian Chambers of Commerce and Industry, emphasized the importance of accreditation as a strategic tool for the protection and enhancement of a chamber's brand.

Underscoring the value accreditation can bring to customers, Onkar Kanwar, Chair ICC India and Chairman & Managing Director of Apollo Tyres, stated: "Consistent branding and certified accreditation allows customers the assurance of receiving similar levels of service quality from a variety of chambers across a nation."

Robert Frueh, Executive Director of the World Trade Centre (WTC) St. Louis, USA recommended that chambers "listen to the needs of their customers and then demonstrate to them the value of accreditation." Representing a business organization with points of presence all over the world, Mr Frueh added that an independent verifying body can provide objectivity and professional standards to the process of accreditation or certification.

Include all chambers in the process of accreditation, encouraged John Dunne, Chief Executive of the Chambers of Commerce Ireland: "The most effective lobbying organization in the country is the local chamber of commerce." The message of the panel was well received. Delegates agreed that thorough and professional accreditation programs can strengthen the chamber brand and help create a cohesive chamber network.

Investing in the future: chambers and young entrepreneurs

"Attracting young entrepreneurs to chambers is as much about culture as it is about programs," said Michael Coyle, CEO Galway Chamber of Commerce and Industry, Ireland.

Addressing the needs of future business leaders, Mr Coyle recommended using the power of the chamber to lobby government for programs aimed at youth training and skills development.

Recognizing, encouraging and attracting young entrepreneurs was critical for Bruce Rector in his role as President of the Junior Chamber International (JCI). Mr Rector offered some insight into attracting youth to chambers, noting that youth are time conscious, driven by a 'what's in it for me?' attitude, and a desire to have fun. Mr Rector also pointed out the societal benefits of young entrepreneurship, including reducing crime and unemployment.

A young entrepreneur success story himself, Edward Zeng, Chairman & CEO of Sparkice, focused on the Internet as the critical communications medium and business tool for today's young entrepreneur. Mr Zeng noted that young business players are more willing to embrace new technology, and correspondingly, new ways of doing business.

Louis Trahan, Chairman of the Board, Canadian Junior Chamber synthesized many of the discussions key points, stating: "There's a big difference between helping entrepreneurs develop business and developing entrepreneurs."



Edward Zeng

Corporate governance vital to a chamber's success

As a result of the Asian financial crisis, the privatization of Eastern Europe and Russia, and the current business climate in the US, corporate governance has never had a higher profile. Noting that "company performance affects the fate of entire economies", Jean Rogers, Deputy Director of the Center for International Private Enterprise (CIPE), stressed that companies must use corporate governance as one antidote for corruption.

Peter Hendy, CEO, Australian Chamber of Commerce and Industry agreed. "It takes just a few bad companies to bring corporate governance to the foreground," said Mr Hendy, adding that "A corporate regulatory framework can allow for good governance."



The 1997 economic crisis in Indonesia was caused by "corrosion, corruption and nepotism", noted Soy Pardede, Chairman of the Indonesian Chamber of Commerce and Industry. To prevent similar misdeeds in the future, Mr Pardede emphasized the need for competent governments as well as businesses.

Mieczyslaw Bak, President of the Institute for Private Enterprise and Democracy in Poland concurred, sharing the experience of the Polish 'Fair Play Program', which promotes corporate governance, business ethics and rules of fair play.

Local networking for a global economy

"Globalization is a fact, not an option," stated Joaquin Zevallos, President, Asociación Iberoamericana de Cámaras de Comercio (AICO) of Ecuador, in this session on worldwide networking.

"Trade is the driving force of economic growth in all countries," said Mr Zevallos, who added that this provides chambers with opportunities to promote free trade, pursue local foreign investment and participate in trade fairs.

Increased opportunity can also mean increased uncertainty, according to Yong Sung Park, Chairman of the Korean Chamber of Commerce and Vice Chair of ICC: "Today we face more uncertainty when we are doing business. As a result, we need to network to survive in the business world."

Giving the audience examples of creative new ways to network, Normand Lessard, Chairman of the Board, Quebec City Entrepreneurs' Regional Chamber of Commerce (CCREQ), discussed their e-world chamber project.

James Mohr-Bell, Executive Director, Brazil-Canada Chambers of Commerce, encouraged chamber executives to respond to members' increased demands for information, business contacts, networking and representation. They can do this, he explained, through business matching, networking opportunities and organized business missions.



Forecasting change: managing chambers of the future



In a video message from Calcutta, Avijit Mazumdar spoke with pride at the growth of the World Chambers Congress concept since its inception in Marseilles, France in 1999.

"We have already selected South Africa for our fourth congress in 2005 and have received bids for co-hosting our future congresses up to 2011," he said.

He concluded by pledging the full support of the WCF to the successful completion of the WTO's Doha trade round.

"We are committed to the success of a world multilateral trading system," he said. "We believe that only such a system will raise the standard of living for developed and developing nations.

"I sincerely believe isolation must be out and integration must be in. Confrontation must be out and co-operation must be in. Narrow domestic walls must crumble and bridges must be built."

The state of modern business was the subject of spirited debate when management expert, Professor Henry Mintzberg went head to head with former ICC Chairman Richard D. McCormick in a special session on managing chambers.

Mr Mintzberg, Professor of Management Studies at McGill University, Canada, said business exerted too much influence over political process around the world, and that companies the world over were suffering from a lack of trust within the broader community.

He attributed the malaise to such phenomena as "heroic leadership" – where CEOs are expected to run companies on the strength of their personalities alone – and "the lean and mean organization" – where, despite living in an age of unprecedented wealth, companies were constantly looking to make their organizations more streamlined, or "bulimic".

Former ICC Chairman Richard D. McCormick responded to Professor Mintzberg's comments, saying he had confused business with "big-ness".

"There is certainly skepticism in the community about the idea of big-ness, whether it is big business, big government or even big universities" he said. "But it would be wrong to lump every business into the categories the professor has described.

"A lot of people in this room represent small businesses who are too busy surviving to be concerned with this apparent perceived arrogance of business. They are much more concerned about payrolls and taxes and staying afloat."

Mr McCormick added that he was a great believer in the WTO and its trade liberalization agenda.

"It is the best tool we have to ensure that the benefits of globalization are spread as far and as wide as possible," he said. "I have great faith that, despite the failure of talks in Cancun, this trade round will eventually be concluded.

Kip Lilly, Principal, Lilly Foresight Dynamics, USA emphasized the individuality of chambers. "Once you've seen one chamber, you've seen one chamber," he said. He added that chambers had an important role to play at a local level in changing the public perception of business.



Professor Henry Mintzberg

The inaugural World Chambers Competition

The inaugural World Chambers Competition made an impressive debut at the 3rd World Chambers Congress, showcasing real efforts being undertaken by chambers from all over the world in the service of their members.

The competition, which honoured the most innovative chamber projects, drew more than 65 entries from 29 different countries.

From an environmental management programme in India to a Swiss business centre in Shanghai, the diversity of award entries gave a flavour of the sorts of grassroots projects being undertaken by chambers as far afield as Mongolia, Ethiopia and the far reaches of northern Canada. All the entries can be viewed at: www.iccwbo.org/worldchamberscompetition

Four finalists were selected from each of the four categories – Best Small Business Project, Best Marketing/Communications Project, Best Unconventional Project and Best International Project. Throughout the congress, the 16 finalists presented their projects before their peers and a 12 person jury.

And the nominations were ...

Best Unconventional Project - Finalists

Indian Chamber of Commerce (India)

Project: Environment Management Centre

Facing a sharp decline in membership, the Indian Chamber of Commerce had to think of new ways to generate income for its activities. It set up an "Environment Management Centre" offering a comprehensive one-stop servicing solution for local companies; the centre has already become the largest revenue earner among all services offered by the chamber.

South Dublin Chamber of Commerce (Ireland)

South Dublin Schools Business Partnership

South Dublin County in Ireland has been faced with early school leaving and its attendant social problems. In 1996, the South Dublin Chamber of Commerce decided to react, establishing the "Schools Business Partnership", whereby member companies offer resources to schools and funding for young people to attend them.

Chamber of Commerce, Industry, Handicraft & Agriculture of Bozen (Italy)

Regional Economic Advantages through Consistent Youth Work

In order to increase knowledge, understanding, and acceptance of the market economy model among young people, this Balzano-based chamber has initiated a project in cooperation with enterprises, economic associations, and schools. Building blocks of the project include business quizzes on the Internet, lectures in schools, and visits for students to enterprises.

Cámara Oficial de Comercio e Industria de Zaragoza (Spain)

SIGCAM

In order to provide comprehensive advice on organizing business to both governmental institutions and member companies, COCI Zaragoza started a project called "SIGCAM". The team consists of geographers, specialists in geographic information systems, and economists, who join forces in providing ad-hoc studies for clients in Zaragoza and nation-wide.



Nazeeb Arif



Peter Byrne



Barbara Moroder



Dioscorides Casuquero Vega

Attracting members - the bread & butter of chambers



Nancy Hughes Anthony
Leadership,
credibility and
relevance

"The question of dealing with members is really our bread and butter," said Nancy Hughes Anthony, President and CEO, Canadian Chamber of Commerce in the session on attracting and maintaining members. Ms. Hughes summed up, in three words, how chamber executives can keep their members happy: "Leadership, credibility and relevance," she said.

Panel members offered several valuable examples on how to attract and keep members. Kiat Sittheeamon, Chairman, ICC Thailand found that traditional methods such as lobbying government and networking were not working in Thailand. As a result, the Thai Chamber of Commerce created the Trade Strategy Institute to provide services such as researching policy, mediating conflict and collecting information from the government.

Suggesting that the current trend for voluntary chambers includes affinity plans, Robert Recker, Executive Vice President of the Orlando Regional Chamber of Commerce, discussed the controversial benefits of such plans.

"Attracting members and keeping them happy is about having a powerful brand," said Michael Barnett, Chief Executive, Auckland Regional Chamber of Commerce, presenting a different concept of service. "A brand that represents an organization that is customer driven and can deliver will make it easier for members to be successful."

The role of chambers in a globalized world

Chambers of commerce are at the forefront of the challenges presented by globalization, according to the panel focusing on chambers in the globalized world. By virtue of their presence at the grassroots of economic activity, chambers will always be first to feel the effect of changes to the international economy.

Referring to the breakdown of talks in Cancun, Milos Barutciski, of Davies Ward Phillips & Vineberg, Canada said: "Chambers should not to look for controversy and inflame it, but to move the debate to resolution." Bertrand Laferrière, of Mouvement Desjardins, Canada agreed, saying: "Chambers of commerce are key to finding adequate shared global solutions."

Christoph Leidl



Chambers must play multiple roles said Georges Fischer, Director E-Developments, Paris Chamber of Commerce. "One of the principle strengths of chambers is their ability to think globally and act locally."

The Chair of ICC Mexico, Guillermo Cadena Acevedo, warned the audience of imbalances which chambers must try to counter: "The train of globalization advances at great speed. Some countries are travelling very fast on the track to competitiveness and market positioning. But there are also those that are being left behind, creating great disparities and leading to social unrest."

Christoph Leidl, President, Eurochambres, Brussels echoed the sentiment of discussions held earlier in the conference, saying the business and political worlds are inextricably linked. "Today," he said, "you cannot differentiate between business and politics."

World Chambers Competition

Best Marketing/Communications Project – Finalists

Addis Ababa Chamber of Commerce (Ethiopia)

Voice of Addis chamber

In April 2001, the Addis Ababa Chamber of Commerce launched a radio program on FM Addis 97.1 called "Voice of Addis Chamber". The program, which is funded by advertisers and sponsors, is broadcast twice a week for 30 minutes and aims to express the views of the business community and lobby the government.

Auckland Chamber of Commerce (New Zealand)

Business Vitality Branding Journey

The Chambers of Commerce in New Zealand have undergone a re-branding that has spearheaded a re-invention of the organization. An umbrella brand was designed focussing on the ultimate reason for the existence of chambers: to inspire and promote business vitality.

Canterbury Employers' Chamber of Commerce (New Zealand)

Target Members

How can a chamber strengthen its lifeblood, its membership? The Canterbury's Employers' Chamber of Commerce has found a way: it has successfully implemented a project called "Target Members" resulting in a 16% net increase in members over the two years life of the project since its establishment in 2001.

Cámara de Comercio de Lima (Peru)

Centro Integral de Servicios al Asociado

How can a chamber increase its membership? The Lima Chamber of Commerce created an "Integrated Member Services Centre" including a virtual business portal and a weekly magazine among others. The number of members has tripled since 1999, from 1,732 to 4,200 members.



Hussein Shibeshi Yimmam



Michael Barnett



Peter Townsend



Octavio Zumaran Bustios

Weathering the storm: staying healthy in turbulent times

"The corporate world is facing a situation of perpetual war," said Brian Jenkins (right), Senior Advisor to the President of the RAND Corporation, USA.

Arguing that 9/11 not only fundamentally changed the world, but also "drove security into the corporate front office", Mr Jenkins said many CEOs found themselves becoming security officers, asking themselves "how much security is enough?"

The answer, Mr Jenkins said, is that security should be a vital component of overall corporate strategy.

Corporations should no longer view threats as being territorially contained, he said, and business continuity should be seen as a key element of national security.

Mr Jenkins concluded: "We accept as a given that we live in a hostile world. Our task is to examine how we can make our economy and infrastructure more resilient."



Although unforeseen and unstoppable crises can have a staggering impact on economic activity, Brian Jenkins, an internationally known authority on crime and terrorism asserted: "We cannot allow terrorist attacks, threats, or responses to threaten commerce."

Mahbubur Rahman, Chair of ICC Bangladesh acknowledged the reality of today's business environment. "Businesses in all parts of the world are facing not only political and economic man-made crises, but also health epidemics, and even weather emergencies." "But no matter what the case, chambers must be prepared to assume leadership and help their members carry on."

Perseverance is essential, added Atiq Panjshiri, President, American Afghanistan Chamber of Commerce. "The breakdown of law and order can lead to a sense of ineffectiveness and hopelessness in the business community. Combating this sense of dejection and motivating people is the key area where chambers can be most effective."

David Chin, Executive Director, Singapore Business Federation explained how the national chamber of Singapore activated a plan offering both business continuity and secure working environments as a response to the SARS outbreak

In Argentina, a crippling economic situation led to political instability and an eventual state of national bankruptcy. The Argentine Chamber of Commerce responded by providing even more services to members, to help business through such turbulent times, said Herberto Hugo Karplus, Director.

The technology advantage: IT and e-business for chambers

George Fisher, Director, E-developments, Paris Chamber of Commerce could not have made the importance of keeping up with the times any clearer in the session on technology: "Either you change the way you do business, you change the business you're in, or you become extinct."

André Boulanger, Executive Director of IBM Canada said the real question is where we should position ourselves with technology. Make sure that you do not make people slaves of technology, urged Mr Boulanger, and keep in mind that your members will all be at a different level.

Maike Blielfeldt, General Manager of ChamberSign, Germany demonstrated the benefits of ChamberSign (CS), which was founded by Eurochambers in 1999. ChamberSign (www.chambersign.de) creates an international virtual marketplace where certified enterprises can interact.

Peter Townsend, Chief Executive, Canterbury Employer's Chamber of Commerce introduced the concept of internet voting for chambers of commerce. Internet voting, according to Mr Townsend, increases voter participation and gives members greater ownership of their chamber.

Velusamy Mathivanan, Chief Executive Officer of CrimsonLogic pointed out that the technology involved in CrimsonLogic's Certificate of Origin programme saves Singapore one billion dollars annually. CrimsonLogic allows information to be shared among government, agencies and member companies. But don't expect miracles, warned Mr Mathivanan: "You can't change the world overnight, you can't go without paper overnight."

World Chambers Competition

Best Small Business Project – Finalists

Hamilton Chamber of Commerce (Canada) Dinosaur to Dynamo

In order to help its members cope with human-resource related issues, the Hamilton Chamber of Commerce pushed for an educational forum. The initiative resulted in the creation of a one-day business conference tackling issues such as recruitment, employee training, and workplace safety.

Busan Chamber of Commerce and Industry (Korea)

A Small and Medium Enterprise Training Consortium Project in Korea
SMEs account for approximately 80% of employment in Korea. In order to reduce unemployment in the aftermath of the Asian crisis as well as to elevate productivity levels of workers, the Busan Chamber of Commerce created training consortiums for SMEs, filling a gap left by public training institutions.

Zululand Chamber of Business (South Africa) Business Development Centre

The Zululand Chamber is located in Richards Bay, whose economy is driven by a very small number of large industries. In order to help small, medium and micro enterprises get access to business opportunities with large industrial corporations, the chamber launched the "Business Development Centre".

Istanbul Chamber of Commerce (Turkey)

Subcontracting Exchange - Matchmaking for Global Outsourcing

What can you do if you are looking for a subcontractor in Istanbul? Contact the "Subcontracting Exchange" of the Istanbul Chamber of Commerce. Established in 1990, it is a technical information source and promotion mechanism for industrial subcontracting between main-contractors and sub-contractors, strengthening SMEs in the region.



Len Falco



Yu-Jin Koh



Raj Ramchander



Mustak Caglar



Shaping policy: chambers working with government



Lee Cheng Suan

Influencing political decision-makers and architects of economic policy is important to the success of chamber members of all sizes. This was the message delivered in a session focusing on chambers' relationships with government.

Samuel Gleiser Katz, Chairman, National Chamber of Commerce, Production and Services (PERUCAMARAS), Peru listed several ways that the Peruvian business community is co-operating with its government, such as modernizing ports and labor laws, controlling smuggling and counterfeiting, and promoting foreign investment.

Lee Cheng Suan, CEO, Federation of Malaysian Manufacturers introduced the Malaysia Incorporated Concept, "where the public and private sector work as a team, acting as partners in development and creating a strong bond through consultation and support."



Todd Letts

"Political democracy has to be complemented by the concept of economic and social democracy in which the major economic and social players must have a say," argued Józko Čuk, President, Chamber of Commerce and Industry of Slovenia.

Michel Vennat, Chairman & CEO, Business Development Bank of Canada, described innovation and productivity as two essential themes adopted by the Canadian business community, governments, trade unions, and academics alike.

Fellow Canadian Todd Letts, President, Greater Kitchener Waterloo Chamber of Commerce, listed a number of points the business community should demand of their governments including political stability, consistent and credible policies, transparency in decision-making and minimal bureaucracy.

How can chambers turn a profit?

Kip Lilly

According to Kip Lilly, Principal of Lilly Foresight Dynamics, chambers have four major revenue sources available to them - member investment, products and services, government grants, and "super funds", or special projects.



"Focus on three to five elements and stick to them," said Mr Lilly. "All chambers should focus on economic betterment, advocacy and member services. After that, consider what works best for your members, be it research, training, quality assurance or international trade."

Nazeeb Arif, Secretary General of the Indian Chamber of Commerce recounted how their Environmental Management Center moved the chamber's financial situation from, "one of adversity to one of economic opportunity." Brahm Hulshof, President of the Eastern Netherlands Chamber of Commerce expounded on ways to use membership as leverage for increased revenue.

Drawing on the experience of chambers from all over the world, Mr Lilly led a brainstorming session on revenue building ideas. The audience heard that the Oslo Chamber of Commerce offers 'TEMPCHECK', a service analyzing corporate efficiency.

A host of Canadian examples were also presented, including the Labrador North Chamber of Commerce, which created a business and travel guide to promote their region. Describing their project, the chamber noted they had made substantial profits and were now preparing a reprint.

World Chambers Competition

Best International Project – Finalists

Dosquebradas Cámara de Comercio (Colombia)

Proyecto Camara Accion Internacional

Small businesses can find it difficult to tap international markets because they lack investment resources. In order to help its members sell their products internationally, the Dosquebradas Chamber of Commerce has started offering international trade advice and training to businesses in its region.

The South Urals Chamber of Commerce and Industry (Russia)

Organisation of Regional and International Economical Contacts

In 1998, the South Urals Chamber of Commerce and Industry started a project to promote business ties between local SMEs and other regions of Russia and foreign countries. By providing assistance to its members, the chamber has helped enterprises increase business and succeed in strengthening ties with chambers from Russia and around the world.

Cámara de Comercio e Industria de Madrid (Spain)

Programa de Técnicos de Comercio Exterior en el Extranjero

This program developed and financed by the Madrid Chamber of Commerce and Industry consists of young trained foreign trade specialists, whose main task is to represent and assist Madrid businesses at each stage of their internationalization process. In 2003, foreign trade specialists were sent to 30 destinations, including Frankfurt, Bucharest, and Shanghai.

Chambre fribourgeoise du commerce, de l'industrie et des services en Suisse (Switzerland)

Swiss Center Shanghai

Switzerland goes to China! Launched in 1999, the Swiss Center Shanghai promotes contacts between Swiss businesses and their Chinese counterparts, facilitates market entry for Swiss businesses into the world's most populous country, and pushes the image of Switzerland in the Middle Kingdom.



Juan Aguilar



Igor Aristov



Eugenio Marulanda Gomez



André Uebersax



Global trade: what's next?



Fresh from Cancun, Mexico where he helped preside over the WTO trade talks, Canada's Minister for International Trade, Pierre Pettigrew told the closing ceremony audience the failure of the talks was a grave disappointment.

He said he knew from the start that finding agreement at Cancun would be an uphill battle.

"I had consulted with colleagues around the world and I could tell early on that all was not going well," he said.

"But we shouldn't overlook the progress that was made in Mexico. We did some very valuable work in Cancun, made some good progress on the trade round, now we need to build on that work.

"Afterall, trade is what resolves the wars and makes peace."



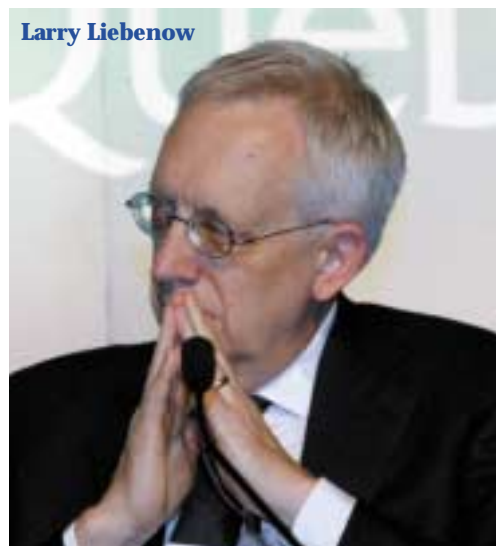
Examining why trade talks failed in Cancun, Canada's Minister for International Trade, Pierre Pettigrew brought the Congress full circle after three days of intensive meetings.

Mr Pettigrew attributed the breakdown at Cancun to a clash of two cultures that have emerged in the WTO: those pursuing ideological goals versus those seeking tactical trade gains.

He said it was of the utmost importance that differences in the WTO were settled and the Doha Trade Round moved forward. "Stay focused on why success is so important," he said. "You don't only import and export goods, you trade values."

ICC Chairman, Jean-René Fourtou concurred with the Minister's desire for a successful outcome: "It is vital that business creates rules for itself, acts ethically and seeks to promote overall growth in trade and the development of all the world's people. We must take initiatives to challenge poverty." Mr Fourtou pledged the full support of world business to reinvigorate the stalled talks.

Larry Liebenow, Chairman of the Board for the US Chamber of Commerce characterized the trade talks as two sides unable to find common ground. "Some rich countries refused to go far enough



Larry Liebenow

with reforms in agriculture", he said, "At the same time, too many developing world governments have developed a sense of entitlement."

In the wake of Cancun, there will be a proliferation of smaller scale, bi-lateral trade negotiations and free trade agreements, predicted Mr Liebenow. "But bilateral free trade agreements don't bring the net gains a successful Doha round would," he added.

"For all the people in the world, we cannot accept the failure of Cancun and must re-double our efforts. We have to make the case in the developed world and especially in Europe for much more aggressive efforts to reduce subsidies."

Chambers Congress closing ceremony



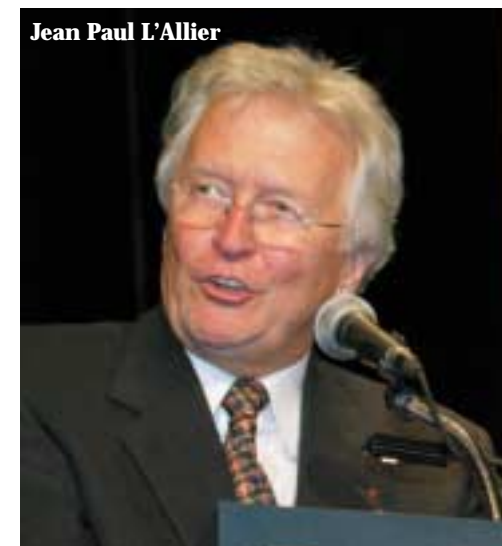
Jeya Wilson and South African Delegation

Obed Mlaba, Mayor of the City of Durban, Jeya Wilson, Chief Executive, Durban Chamber of Commerce and Industry, and the entire South African delegation joined the host delegation and ICC leaders on stage for the official congress closing and hand-over ceremony.

On behalf of the South African delegation, Dr Wilson extended her warmest welcome to Durban for the 4th World Chambers Congress, 20-22 June 2005: "We cannot wait to welcome you to Durban to share the vibrancy and excitement of our African dream."

Mr Mlaba expressed his desire for WTO talks to reach a successful conclusion before the 4th Congress allowing business leaders to focus on Africa. He stated: "I want to believe that by the time you come to Durban, the issues facing the WTO will be resolved, so you can apply your efforts to our continent which needs your help and attention."

Representing the host city of the 3rd World Chambers Congress, Diane Déry, President, Board of Directors, Quebec City Entrepreneurs' Regional Chamber of Commerce (CCREQ), Canada, reflected on the personal value of the congress: "Leaving this room you will have made many valuable new contacts. I hope these relationships will grow and enrich your lives."



Jean Paul L'Allier

Jean-Paul L'Allier, Mayor of the City of Quebec, offered some words of advice to departing congress participants. He urged chamber leaders to, "continue to listen to each other", and remarked that, "without common values, objectives, and interests you cannot develop trust."

As the representatives of Quebec City received a traditional African shield and drum from the Durban delegation, ICC Chairman Jean-René Fourtou declared: "We can now comfortably assume that the next World Chambers Congress is in capable hands."

ICC's President Jean-René Fourtou presided over the closing session where chambers of commerce world-wide produced a joint statement urging WTO member governments to return to the trade negotiation table as a matter of urgency.

The statement read: "Businesses large and small consider the recent failure of WTO trade talks in Cancun as a great disappointment."

"The desire for a rules-based multi-lateral trading system is common to companies in all sectors, of all sizes and in all corners of the globe. There is no better way to ensure economic growth and by extension greater prosperity for people in all parts of the world."

The ICC-led statement emphasized that the completion of the WTO's Doha Development Round was in the interests of business everywhere.



Gala dinner



Diane Déry



World Chambers Competition

And the winner is ...

Winners of the inaugural World Chambers Competition were announced at the end of the congress, during the gala dinner.

Describing the quality of entrants as "staggeringly impressive", jury chairman Adnan Kassar said the competition had proven such a success, it would become a regular feature of all future World Chambers Congresses.

"While four chambers have been identified as exceptional successes, the remaining 14, and in fact all of the 65 entries, are winners," he said. "The projects we have seen, the people involved, and their dedication to further develop the private sector in their part of the world are all to be highly applauded."

Best Small Business Project:
Istanbul Chamber of Commerce



Best International Project:
Fribourg Chamber of Commerce



Best Marketing Project:
Auckland Chamber of Commerce



Best Unconventional Project:
Indian Chamber of Commerce



For full details on the competition and all 65 entrants, visit: www.iccwbo.org/worldchamberscompetition

Programme

Meeting of Latin American chambers

Samuel Gleiser Katz, Chairman, *National Chamber of Commerce, Production and Services (PERUCAMARAS), Peru*
Andrés López, Executive Vice-President, *Bogotá Chamber of Commerce, Colombia*
Joaquín Zevallos, President, *Asociación Iberoamericana de Cámaras de Comercio (AICO), Ecuador*

Meeting of Central and Eastern European chambers

Jožko Čuk, President, *Chamber of Commerce and Industry of Slovenia*
Helmut Klomfar, Vice Chair, *ICC Austria; Former Vice Chair, World Chambers Federation*
John Mroz, President and Founder, *EastWest Institute, New York*

Meeting of African chambers

Paul Obambi, President, *Brazzaville Chamber of Commerce, Democratic Republic of Congo*
Jean Rogers, Deputy Director, *Center for International Private Enterprise (CIPE), US Chamber of Commerce, USA*
William Tiga Tita, CEO, *GMC-TIN G77 Chambers of Commerce and Industry, Mauritius*
Jeya Wilson, Chief Executive, *Durban Chamber of Commerce and Industry, South Africa*

Meeting of Asian chambers

Webster Kiang, Director General, *Confederation of Asia Pacific Chambers of Commerce and Industry (CACCI), Chinese Taipei*
Kiat Sittheeamon, Chairman, *ICC Thailand; Deputy Secretary General, Board of Trade, Thailand*
Michio Mizoguchi, Vice-Chairman, *ICC Japan; Standing Advisor, Kajima Corporation, Japan*
Edward Zeng, Chairman & CEO, *Sparkice, China*

ATA Carnet: Defining its value for chambers

Peter Bishop, Deputy CEO, *London Chamber of Commerce and Industry, UK*
Patrick Coidan, Chairman, *ICC/WCF World ATA Carnet Council (WATAC); CEO, Alliance of Swiss Chambers of Commerce and Geneva Chamber of Commerce, Switzerland*
Cynthia J. Duncan, Vice President, *Carnet Operations, United States Council for International Business (USCIB), USA*
Bob Keyes, Senior Vice President, *International, Canadian Chamber of Commerce (CCC), Canada*

World Chambers Network - CCI portal supporting chambers in international trade

Liz Bjorklund, Marketing Coordinator, *World Chambers Network, Paris*
Vincent Bovy, Managing Director, *Federation of Belgian Chambers of Commerce and Industry, Belgium*
Georges Fischer, Director, *E-Developments, Paris Chamber of Commerce, France*
Joachim Knauf, CEO, *Storm Computing Systems, Canada*
William Tiga Tita, CEO, *GMC-TIN G77 Chambers of Commerce and Industry, Mauritius*
Ian Whitaker, Manager, *International Trade Centre, Chamber of Commerce & Industry of Western Australia, Australia*

“Reaching out, building relationships”

Jean-Paul L’Allier, Mayor of Quebec
Maria Livanos Cattai, ICC Secretary General
Jean Charest, Premier of Quebec
Jean Chrétien, Prime Minister of Canada
Diane Déry, President, *Board of Directors, Quebec City Entrepreneurs’ Regional Chamber of Commerce (CCREQ), Canada*
Jean-René Fourtou, ICC Chairman; *Chairman & CEO, Vivendi Universal, France*
Adnan Kassar, Former ICC Chairman; *Past Chair, World Chambers Federation; Chairman CEO, Fransabank Group, Lebanon*
Yong Sung Park, ICC Vice Chairman; *President, Korea chamber of Commerce and Industry, Korea*
Gerard Protti, Chairman, *Canadian Chamber of Commerce (CCC), Canada*

Looking to the future

Sean Finn, Chairman, *Quebec Chamber of Commerce Federation, Canada*
Richard D McCormick, Immediate Past Chairman, *ICC; Former Chairman and CEO, U S WEST, USA*
John Mroz, President and Founder, *EastWest Institute, New York*
Sung Won Sohn, Executive Vice President & Chief Economic Officer, *Wells Fargo, USA*
Barbara Stymiest, CEO, *TSX Group, Canada*

2003 World Chambers Competition finalists: Best unconventional project

Nazeeb Arif, Secretary General, *Indian Chamber of Commerce, India*
Peter Byrne, Chief Executive, *South Dublin Chamber of Commerce, Ireland*
Dioscorides Casuquero Vega, Zaragoza Chamber of Commerce & Industry, Spain
Barbara Moroder, Project Officer, *Bozen Chamber of Commerce, Italy*
Rona Yircali, Vice-Chair, ICC Turkey; Chairman, Madencilik, Turkey

2003 World Chambers Competition finalists: Best marketing/communications project

Michael Barnett, Chief Executive, *Auckland Regional Chamber of Commerce, New Zealand*
Adnan Kassar, Former ICC Chairman; Past Chair, *World Chambers Federation; Chairman and CEO, Fransabank Group, Lebanon*
Hussein Shibeshi Yimmam, Secretary General, *Addis Ababa Chamber of Commerce, Ethiopia*
Peter Townsend, Chief Executive, *Canterbury Employers’ Chamber of Commerce, New Zealand*
Octavio Zumaran Bustios, Project Director, *Lima Chamber of Commerce, Peru*

2003 World Chambers Competition finalists: Best small business project

Mustak Caglar, Chief of the Subcontracting Exchange, *Istanbul Chamber of Commerce, Turkey*
Len Falco, Director, Hamilton Chamber of Commerce; *CEO, LCM Associates, Canada*
Yu-Jin Koh, Vice President, *Korean Chamber of Commerce and Industry Korea*
Normand Lessard, President, *Quebec City Entrepreneurs’ Regional Chamber of Commerce (CCREQ), Canada*
Raj Ramchander, Project Director, *Zululand Chamber of Business, South Africa*

2003 World Chambers Competition finalists: Best international project

Juan Aguilar, Co-ordinator, *Foreign Trade Department, Madrid Chamber of Commerce and Industry, Spain*
Igor Aristov, Vice-President, *The South Urals Chamber of Commerce and Industry (SUCCI), Russian Federation*
Eugenio Marulanda Gomez, Project Coordinator, *Dosquebradas Chamber of Commerce, Colombia*
Patrick Van Der Schriek, Vice President, *International Relations, ACFCI, France*
André Uebersax, Director, *The Fribourg Chamber of Commerce, Industry and Services, Switzerland*

Chambers in their communities

Mieczyslaw Bak, President, *Institute for Private Enterprise and Democracy, Poland*
Paula Gutierrez, Programme Manager, *Corporate Governance Projects, Colombian Confederation of Chambers of Commerce (Confecamaras), Colombia*
Peter Hendy, Chief Executive, *Australia Chamber of Commerce and Industry, Australia*
Soy Pardede, Chairman, *Indonesian Chamber of Commerce and Industry (KADIN), Indonesia*
Jean Rogers, Deputy Director, *Center for International Private Enterprise (CIPE), US Chamber of Commerce, USA*

Programme

Chamber branding and accreditation

Vincent Bovy, Managing Director, *Federation of Belgian Chambers of Commerce and Industry, Belgium*
John Dunne, Chief Executive, *The Chambers of Commerce of Ireland, Ireland*
Robert Frueh, Executive Director, *World Trade Centre St Louis, USA*
Onkar Kanwar, Chair, ICC India; *Chairman & Managing Director, Apollo Tyres, India*

The art of positive networking

Gayle Hallgren-Rezac, Author, *Canada*
Darcy Rezac, Author; Managing Director, *The Vancouver Board of Trade, Canada*
Judy Thomson, Author, *Canada*

Investing in the future: Chambers and young entrepreneurs

Michael Coyle, CEO, *Galway Chamber of Commerce and Industry, Ireland*
Bruce A Rector, 2003 President, *Junior Chamber International (JCI), USA*
Louis Trahan, Chairman of the Board, *Canadian Junior Chamber, Canada*
Edward Zeng, Chairman & CEO, *Sparkice, China*

Worldwide networking of chambers

Normand Lessard, Chairman of the Board, *Quebec City Entrepreneurs’ Regional Chamber of Commerce (CCREQ), Canada*
James Mohr-Bell, Executive Director, *Brazil-Canada Chamber of Commerce, Brazil*
Yong Sung Park, ICC Vice Chairman; *President, Korea chamber of Commerce and Industry, Korea*
Joaquín Zevallos, President, *Asociación Iberoamericana de Cámaras de Comercio (AICO), Ecuador*

Forecasting change: Managing chambers of the future

Stéphan Bureau, Journalist, *Radio-Canada, Canada*
Benoit Labonté, President, *Board of Trade of Metropolitan Montreal, Canada*
Kip Lilly, Principal, *Lilly Foresight Dynamics, USA*
Richard D McCormick, Immediate Past Chairman, ICC; *Former Chairman and CEO, U S WEST, USA*
Henry Mintzberg, Cleghom Professor of Management Studies, *McGill University Montreal, Canada*

The role of chambers in a globalized world

Alban d’Amour, President, *Mouvement Desjardins, Canada*
Milos Barutciski, Partner, *Davies Ward Phillips & Vineberg, Canada*
Guillermo Cadena Acevedo, Chairman, *ICC Mexico; President & Chairman, Grupo Ultraquimia, Mexico*
Georges Fischer, Director, *E-Developments, Paris Chamber of Commerce, France*
Christoph Leidl, President, *Eurochambres, Brussels*

Attracting members and keeping them happy

Michael Barnett, Chief Executive, *Auckland Regional Chamber of Commerce & Industry, New Zealand*
Amath Benoit Gaye, Secretary General, *National Union of Chambers of Commerce of Senegal, Senegal*
Nancy Hughes Anthony, President & CEO, *Canadian Chamber of Commerce (CCC), Canada*
Kiat Sittheeamon, Chairman, *ICC Thailand; Deputy Secretary General, Board of Trade, Thailand*
Robert Becker, Executive Vice President, *Orlando Regional Chamber, USA*

Weathering the Storm: Staying healthy in turbulent times

David Chin, Executive Director, *Singapore Business Federation, Singapore*
Brian Jenkins, Authority on Crime & Terrorism; Senior Advisor to the President of the *RAND Corporation, USA*
Herberto Hugo Karplus, Director, *Argentine Chamber of Commerce, Argentina*
Atiq Panjshiri, President, *American Afghanistan Chamber of Commerce, USA*
Mahbubur Rahman, Chair, *ICC Bangladesh; Chairman and CEO, ETBL Holdings, Bangladesh*

The technology advantage: IT and e-business for chambers

Maïke Bielfeldt, General Manager, *ChamberSign, Germany*
André Boulanger, Executive Director, *IBM Canada, Canada*
Georges Fischer, Director, *E-Developments, Paris Chamber of Commerce, France*
V. Mathivanan, CEO, *CrimsonLogic, Singapore*
Peter Townsend, Chief Executive, *Canterbury Employers’ Chamber of Commerce New Zealand*

Shaping policy: Chambers working with government

Jožko Čuk, President, *Chamber of Commerce and Industry of Slovenia*
Samuel Gleiser Katz, Chairman, *National Chamber of Commerce, Production and Services (PERUCAMARAS), Peru*
Lee Cheng Suan, CEO, *Federation of Malaysian Manufacturers, Malaysia*
Todd Letts, President, *Greater Kitchener Waterloo Chamber of Commerce, Canada*
Michel Vennat, Chairman & CEO, *Business Development Bank of Canada*

Making money and diversifying revenue – how can chambers turn a profit?

Nazeeb Arif, Secretary General, *Indian Chamber of Commerce, India*
Bram Hulshof, President, *Chamber of Commerce for the Eastern Netherlands, the Netherlands*
Kip Lilly, Founder & President, *Lilly Foresight Dynamics, USA*

Congress closing Global trade: What’s next?

Maria Livanos Cattai, ICC Secretary General
Jean-René Fourtou, ICC Chairman; *Chairman & CEO, Vivendi Universal, France*
Larry Liebenow, Chairman of the Board, *US Chamber of Commerce, USA*
Pierre Pettigrew, Minister for International Trade, *Department of Foreign Affairs and International Trade, Canada*
John Weekes, Senior International Trade Policy Advisor, *Sidley Austin Brown & Wood, Geneva*

Outcomes of the Congress

Jean-Paul L’Allier, Mayor of the City of Quebec
Diane Déry, President, *Board of Directors, Quebec City Entrepreneurs’ Regional Chamber of Commerce (CCREQ), Canada*
Yong Sung Park, ICC Vice-Chairman; *President, Korea Chamber of Commerce and Industry, Korea*
Gerard Protti, Chairman, *Canadian Chamber of Commerce (CCC), Canada*

Hand-over ceremony

Obed Mlaba, Mayor of the City of Durban
Jeya Wilson, Chief Executive, *Durban Chamber of Commerce and Industry, South Africa*

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CCI TITTRI	NEWAGE GROUP OF COMPANIES	ALBERTA CHAMBER OF COMMERCE	CC DE BECANCOUR	CHAMBRE DE COMMERCE DE
Algeria			Canada	KAMOURASKA-L'ISLET
ARGENTINE CHAMBER OF COMMERCE	Bangladesh	Canada	CC DE SHERBROOKE	Canada
	SHEMIZU GROUP	AMBASSADE DE ROUMANIE	Canada	CHAMBRE DE COMMERCE DE
Argentina	Bangladesh	Canada	CC DE TERREBONNE	LA GASPEISIE ET DES ILES
ARMENIAN CCI	SQUARE PHARMACEUTICALS	ATLANTIC PROVINCES	Canada	Canada
Armenia	Bangladesh	CHAMBERS OF COMMERCE	CC DES ILES-DE-LA-	CHAMBRE DE COMMERCE DE
CCI REPUBLIC OF ARMENIA	UTTARA FINANCE & INVESTMENTS	Canada	MADELEINE	LA RÉGION D'EDMUNDSTON
Armenia		AUDET, BEAUDOIN, GIRARD,	Canada	Canada
AUSTRALIAN CCI	Bangladesh	CA	CC DU CENTRE-DE-LA-	CHAMBRE DE COMMERCE DE
Australia	UTTARA MOTORS	Canada	MAURICIE	LEVIS
CCI OF WESTERN AUSTRALIA	Bangladesh	AUSTRIAN EMBASSY	Canada	Canada
Australia	ZAMAN TRADERS LEATHER	Canada	CC MRC DE BELLECHASSE	CHAMBRE DE COMMERCE DE
ALLGEMEINE UNFALL-	PRODUCT	AXXIO	Canada	NICOLET
VERSICHERUNGSANSTALT	Bangladesh	Canada	CCI CANADO-ALGÉRIENNE	Canada
Austria	BELARUSIAN CCI	BANQUE DU	Canada	CHAMBRE DE COMMERCE DE
AUSTRIAN FEDERAL	Belarus	DÉVELOPPEMENT DU	CCI DE LA RIVE SUD	QUEBEC
ECONOMIC CHAMBER	MINSK DEPARTMENT OF THE	CANADA	Canada	Canada
Austria	BELARUSIAN CCI	Canada	CCI DE LAVAL	CHAMBRE DE COMMERCE DE
ECONOMIC CHAMBER	Belarus	BMO BANK OF MONTREAL	Canada	SHERBROOKE
LOWER AUSTRIA	FEDERATION OF BELGIAN	Canada	CCI DE TROIS RIVIERES	Canada
Austria	CCIS	BMO GROUPE FINANCIER	Canada	CHAMBRE DE COMMERCE DE
ICC AUSTRIA	Belgium	Canada	CCI DES BOIS-FRANCS	TERREBONNE
Austria	ICC BELGIUM	BOURSE DE CROISSANCE	Canada	Canada
AMERICAN CHAMBER OF COMMERCE	Belgium	TSX	CCI DES ILES-DE-LA-	CHAMBRE DE COMMERCE
	BERMUDA CHAMBER OF COMMERCE	Canada	MADELEINE	DES ILES-DE-LA-MADELEINE
Azerbaijan		BRITISH COLUMBIA	Canada	Canada
BAHAMAS CHAMBER OF COMMERCE	Bermuda	CHAMBER OF COMMERCE	CCI ROUYN-NORANDA	CHAMBRE DE COMMERCE
	NATIONAL CHAMBER OF COMMERCE	Canada	Canada	DU MONTRÉAL
Bahamas		BURLINGTON CHAMBER OF COMMERCE	CCI ST-EUSTACHE DEUX	MÉTROPOLITAIN
ICC BAHRAIN	Bolivia	COMMERCE	MONTAGNES/ STE MARTHE	Canada
Bahrain	CHAMBERS OF COMMERCE	Canada	Canada	CHAMBRE DE COMMERCE
ARAB BANGLADESH BANK	OF BOSNIA & HERZEGOVINA	CACNIQ	CCREQ	FRANÇAISE AU CANADA
Bangladesh	Bosnia and Herzegovina	Canada	Canada	Canada
EXPORT IMPORT BANK OF BANGLADESH	FOREIGN TRADE CHAMBER	CAIN LAMARRE CASGRAIN	CDEC LASALLE-LACHINE	CHAMBRE DU COMMERCE
Bangladesh	Bosnia and Herzegovina	WELLS	Canada	DU CENTRE-DE-LA-MAURICIE
	FOREIGN TRADE CHAMBER	Canada	CENTOR	Canada
GREEN DELTA INSURANCE COMPANY	OF BOSNIA & HERZEGOVINA	CAMBRIDGE CHAMBER OF COMMERCE	Canada	CLD SHAWINIGAN
Bangladesh	Bosnia and Herzegovina	Canada	CENTRE DE LA ROBOTIQUE	Canada
	BRAZIL-CANADA CHAMBER OF COMMERCE	Canada	Canada	CN
GREEN LAND TRADERS	OF COMMERCE	CANADA POST	CENTRE DE TECHNOLOGIE	Canada
Bangladesh	Brazil	Canada	MINERALE & PLASTURGIE	CONSEIL DE RESEAU
ICC BANGLADESH	EUROCHAMBRES	CANADA-LIBYA CCI	Canada	CANADA CHINE
Bangladesh	Brussels	Canada	CENTRE DES CONGRES DE	Canada
ETBL HOLDINGS	CCI & D'ARTISAN	CANADIAN CHAMBER OF COMMERCE	QUEBEC	DAVIES WARD PHILIPS & VINEBERG
Bangladesh	Burkina Faso	Canada	Canada	
INTRADE INTERNATIONAL	CAMBODIA CHAMBER OF COMMERCE	Canada	CFE HEUTES-MAREES	Canada
AYURVEDIC		CANADIAN JUNIOR CHAMBER	Canada	DAY & ROSS
Bangladesh	Cambodia	Canada	CFE RIVE-SUD DE QUEBEC	Canada
ISLAM TRADING CORPORATION	CFA-LOGISTICS	CANADIAN MANUFACTURERS	Canada	DEBLOIS ET ASSOCIES
Bangladesh	Cambodia	AND EXPORTERS	CHAMBRE DE COMMERCE	Canada
M/S SHOHEL TRADE INTERNATIONAL	VILLE DE SHAWINIGAN	Canada	CANADO-SUISSE	DEPARTMENT OF FINANCE
	Cambodia	CANDO	Canada	Canada
INTERNATIONAL	AFFAIRES ETRANGERES ET COMMERCE INTERNATIONAL	Canada	CHAMBRE DE COMMERCE DE	
Bangladesh	Canada	CC CANADO-TUNISIENNE	CHICOUTIMI	
		Canada	Canada	

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DESJARDINS DU CHARME	GRONDE PRANE AND	MINISTERE DU	POLE QUEBEC - CHAUDIERE -	STORM COMPUTING
STEIN MONAST	DISTRICT CC	DEVELOPPEMENT	APPALACHE	SYSTEMS
Canada	Canada	ECONOMIQUE ET REGIONALE	Canada	Canada
DEVELOPPEMENT	GROUP SUTTON EXPERT	Canada	POLE VALLEE DE LA	SURREY CHAMBER OF
ECONOMIQUE DE LONGUEUIL	Canada	MISSISSAUGA BOARD OF	PLASTURGIE	COMMERCE
Canada	GUELPH CHAMBER OF	TRADE	Canada	Canada
DEVELOPPEMENT	COMMERCE	Canada	PYXIS CONSULTING	TAPP TECHNOLOGIES
ECONOMIQUE DU CANADA	Canada	MOULEURS DE BEAUCE	Canada	Canada
Canada	HAMILTON CHAMBER OF	Canada	RBC BANQUE ROYALE	TC CANADIAN TRUST
EDMONTON CHAMBER OF	COMMERCE	MOUVEMENT DES CAISSES	Canada	Canada
COMMERCE	Canada	DESJARDINS	RBC FINANCIAL GROUP	THE BRAMPTON BOARD OF
Canada	HONG KONG TRADE	Canada	Canada	TRADE
ENTREPRENEURIAT LAVAL	DEVELOPMENT COUNCIL	NATIONAL PUBLIC	RBC INSURANCE	Canada
Canada	Canada	RELATIONS	Canada	THE CANADIAN
FEDERATION DES CAISSES	HYDRO-QUEBEC	Canada	RBC INVESTMENTS	TECHNOLOGY NETWORK
DESJARDINS DU QUEBEC	Canada	NEW BRUNSWICK CHAMBER	Canada	Canada
Canada	IBM	OF COMMERCE	RED DEER CHAMBER OF	THE CCI GROUP
FEDERATION DES CHAMBRES	Canada	Canada	COMMERCE	Canada
DE COMMERCE DU QUEBEC	INDUSTRIE CANADA	NEWFOUNDLAND &	Canada	THE MANITOBA CHAMBERS
Canada	Canada	LABRADOR CHAMBER OF	RESSOURCES ENTREPRISES	OF COMMERCE
FINANCIERE BANQUE	INO	COMMERCE	Canada	Canada
NATIONALE	Canada	Canada	RICHMOND HALL CHAMBER	THE TORONTO BOARD OF
Canada	INTERMAG MODELEX	NEWFOUNDLAND AND	OF COMMERCE	TRADE
FONDATION DE	Canada	LABRADOR CHAMBER OF	Canada	Canada
L'ENTREPRENEURSHIP	INVESTISSEMENTS CANADA	COMMERCE	SARNIA LAMBTON CHAMBER	THUNDER BAY CHAMBER OF
Canada	Canada	Canada	OF COMMERCE	COMMERCE
GENERAL ELECTRIC CANADA	JEUNE CHAMBRE DE	NEXEN CANADA	Canada	Canada
Canada	COMMERCE DE QUEBEC	Canada	SASKATCHEWAN CHAMBER	TIMMINS CHAMBER OF
GESTIONS SOVAR	Canada	NFLD & LABRADOR CHAMBER	OF COMMERCE	COMMERCE
Canada	JOLI-COEUR, LACASSE,	OF COMMERCE	Canada	Canada
GOVERNEMENT DU QUEBEC	GEOFFRION, JETTE	Canada	SASKATOON & DISTRICT	TNPG
Canada	Canada	NORTH VANCOUVER	CHAMBER OF COMMERCE	Canada
GOVERNMENT OF CANADA	JUNIOR CHAMBER	CHAMBER OF COMMERCE	Canada	TRURO & DISTRICT CHAMBER
Canada	INTERNATIONAL	Canada	SEARS CANADA	OF COMMERCE
GRANDE PRAIRIE & DISTRICT	Canada	NORTH YORK CHAMBER OF	Canada	Canada
CHAMBER OF COMMERCE	KELOWNA CHAMBER OF	COMMERCE	SENATE OF CANADA	TSX GROUP
Canada	COMMERCE	Canada	Canada	Canada
GRANDE PRANE & DISTRICT	Canada	NOVA SCOTIA CHAMBERS OF	SERVICE DES DELEGUES	UNIVERSITE LAVAL
CHAMBER OF COMMERCE	KERNOW CAPITAL	COMMERCE	COMMERCIAUX DU CANADA	Canada
Canada	CORPORATION	Canada	Canada	VANCOUVER BOARD OF
GREATER KITCHENER	Canada	OAKVILLE CHAMBER OF	SHERWOOD PARK & DISTRICT	TRADE
WATERLOO CHAMBER OF	LABRADOR NORTH CC	COMMERCE	CHAMBER	Canada
COMMERCE	Canada	Canada	Canada	VIA RAIL CANADA
Canada	M.R.C.I.	OTCQ	SILA	Canada
GREATER MONCTON	Canada	Canada	Canada	VILLE DE SHAWINIGAN
CHAMBER OF COMMERCE	MCCARTHY TETRAULT	OWEN SOUND & DISTRICT	SOVAR	Canada
Canada	Canada	CHAMBER OF COMMERCE	Canada	VILLE D'EDMUNDSTON
GREATER OSHAWA	MCGILL UNIVERSITY	Canada	ST. CATHARINES CHAMBER	Canada
CHAMBER OF COMMERCE	Canada	PARC TECHNOLOGIQUE DU	OF COMMERCE	WINDSOR & DISTRICT
Canada	MINISTERE DES	QUEBEC METROPOLITAIN	Canada	CHAMBER OF COMMERCE
GREATER PETERBOROUGH	RESSOURCES NATURELLES	Canada	ST. JOHN'S BOARD OF TRADE	Canada
CHAMBER OF COMMERCE	Canada	PLASTIQUES MOORE	Canada	WORLD TRADE CENTER
Canada	MINISTERE DU CONSEIL	Canada	ST. THOMAS & DISTRICT	MONTREAL
GREATER SUDBURY	EXECUTIF		CHAMBER OF COMMERCE	Canada
CHAMBER OF COMMERCE	Canada		Canada	
Canada				

Participating Organizations

YANKE GROUP OF COMPANIES	LUCHENG ASSOCIATION OF SHOE INDUSTRY
Canada	China
CCI & AGRICULTURE OF BARLAVENTO	RCOJC LUCHENG DISTRICT CHAMBER OF COMMERCE
Cape Verde	China
CCI & SERVICES OF CHILE	SPARKICE
Chile	China
CHILE-CANADA CHAMBER OF COMMERCE	WENZHOU ASSOCIATION OF SHOE MATERIALS INDUSTRY
Chile	China
SANTIAGO CHAMBER OF COMMERCE	WENZHOU AUCTION CORPORATION
Chile	China
CCOIC LONGWAN DISTRICT CHAMBER OF COMMERCE	WENZHOU AUCTIONEER'S CHAMBER OF COMMERCE
China	China
CHINA CCF OR I/E OF FOODSTUFF NATIVE PRODUCTS	WENZHOU CLOTHING CHAMBER OF COMMERCE
China	China
CHINA CHAMBER OF COMMERCE	WENZHOU EAST RIVETING MACHINERY FACTORY
China	China
CHINA CHAMBER OF COMMERCE	WENZHOU HONG JI REAL ESTATE DEVELOPMENT
China	China
CHINA CHAMBER OF COMMERCE MACHINERY & ELECTRONICS	WENZHOU HUIBANG GARMENT
China	China
CHINA CHAMBER OF COMMERCE METALS, MINERALS & CHEMICALS	WENZHOU NIBO SMOKING ARTICLES
China	China
CHINA CHAMBER OF COMMERCE	WENZHOU OUIIANG HYDRAULIC MACHINERY
China	China
CHINA INTERNATIONAL CONTRACTORS ASSOCIATION	ZHEJIANG AOBENNI DRESS
China	China
CHINA RAILWAY SIGNAL & COMMUNICATION CORPORATION	ZHEJIANG HENG MEI DRESS
China	China
DIRECTOR OF LUCHENG ENTREPRENEUR ASSOCIATION	CACCI
China	Chinese Taipei
FOREIGN AFFAIRS OFFICE	CHINESE INTERNATIONAL ECONOMIC COOPERATION ASSOC.
China	Chinese Taipei
WENZHOU MUNICIPAL GOVT.	CHINESE NATIONAL ASSOCIATION OF INDUSTRY & COMMERCE
China	Chinese Taipei
ICC CHINA	CHINESE TAPEI BUSINESS COUNCIL OF ICC
China	Chinese Taipei
WENZHOU CHAMBER OF COMMERCE	CTCI CORPORATION
China	Chinese Taipei
LAOLUNWEI ENTERPRISE MANAGE COUNCIL	MING TAI AND GROUP OF COMPANIES
China	Chinese Taipei

ABURRA SUR CHAMBER OF COMMERCE	CUBA CHAMBER OF COMMERCE
Colombia	Cuba
BOGOTA CHAMBER OF COMMERCE	ECONOMIC CHAMBER OF THE CZECH REPUBLIC
Colombia	Czech Republic
CHAMBRE DE COMMERCE DE BRAZZAVILLE	ICC CZECH REPUBLIC
Congo	Czech Republic
AFFAIRES ÉTRANGÈRES ET COOPERATION	DANISH CHAMBER OF COMMERCE
INTERNATIONALE	Denmark
Congo (The Dem. Rep. of the)	ICC DENMARK
Congo (The Dem. Rep. of the)	Denmark
AGETRAF GROUPE BOLLORE	FEDOCAMARAS/INTERNATION
Congo (The Dem. Rep. of the)	AL CHAMBER OF TRADE AND PRODUCTION OF SANTIAGO
Congo (The Dem. Rep. of the)	Dominican Republic
BANQUE INTERNATIONALE DES ENTREPRISES DU CONGO	ICC ECUADOR
Congo (The Dem. Rep. of the)	Ecuador
CHAMBRE DE COMMERCE CANADO CONGOLAISE	ADDIS ABABA CHAMBER OF COMMERCE
Congo (The Dem. Rep. of the)	Ethiopia
CIS MARIE ANGE	FIJI CHAMBER OF COMMERCE & INDUSTRY
Congo (The Dem. Rep. of the)	Fiji
GOUVERNMENT DE TRANSITION	CENTRAL CHAMBER OF COMMERCE OF FINLAND
Congo (The Dem. Rep. of the)	Finland
GROUPE MADY	HELSINKI CHAMBER OF COMMERCE
Congo (The Dem. Rep. of the)	Finland
IMAI	ICC FINLAND
Congo (The Dem. Rep. of the)	Finland
LEDYA	ACFCI
Congo (The Dem. Rep. of the)	France
MINISTERE DU COMMERCE EXTERIEUR	CCI DE LILLE MÉTROPOLE
Congo (The Dem. Rep. of the)	France
OFFICE NATIONAL DE TRANSPORT	CCI DE LYON
Congo (The Dem. Rep. of the)	France
PHARMAGROS SPRL	CCI DE MEURTHE ET MOSELLE
Congo (The Dem. Rep. of the)	France
COSTA RICA CHAMBER OF COMMERCE	CCI DE PARIS
Costa Rica	France
CCI CÔTE D'IVOIRE	CCI DU LOIRET
Côte d'Ivoire	France
MAECI OTTAWA	CCI DU LOT
Côte d'Ivoire	France
MINISTERE D'ÉTAT, MINISTERES DES AFFAIRES ÉTRANGERE	CCI MARSEILLE-PROVENCE
Côte d'Ivoire	France
CROATIAN CHAMBER OF ECONOMY	CCI NICE CÔTE D'AZUR
Croatia	France
	CHAMBRE DE COMMERCE DE PARIS
	France
	CHAMBRE DE COMMERCE DE CROATIA
	Croatia

ICC FRANCE	ICC FRANCE
France	France
VIVENDI UNIVERSAL	VIVENDI UNIVERSAL
France	France
WTC MARSEILLE	WTC MARSEILLE
France	France
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Georgia	Georgia
ICC GEORGIA	ICC GEORGIA
Georgia	Georgia
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Germany	Germany
CCI NIEDERBAYERN PASSAU	CCI NIEDERBAYERN PASSAU
Germany	Germany
CCI SÜDTHÜRINGEN	CCI SÜDTHÜRINGEN
Germany	Germany
CHAMBERSIGN	CHAMBERSIGN
Germany	Germany
DEUTSCHER INDUSTRIE - UND HANDELSKAMMERTAG	DEUTSCHER INDUSTRIE - UND HANDELSKAMMERTAG
Germany	Germany
GERMAN PARLIAMENT	GERMAN PARLIAMENT
Germany	Germany
ICC DEUTSCHLAND	ICC DEUTSCHLAND
Germany	Germany
POTSDAM CCI	POTSDAM CCI
Germany	Germany
ALTAI TRADING VENTURES & FARMS	ALTAI TRADING VENTURES & FARMS
Ghana	Ghana
GOLDMINE INVESTMENT	GOLDMINE INVESTMENT
Ghana	Ghana
INTER-MARITIME SERVICES	INTER-MARITIME SERVICES
Ghana	Ghana
ICC GREECE	ICC GREECE
Greece	Greece
CCI, AGRICULTURE & FORESTRY	CCI, AGRICULTURE & FORESTRY
Guinea	Guinea
CCI OF HAITI	CCI OF HAITI
Haiti	Haiti
HONG KONG TRADE DEVELOPMENT COUNCIL	HONG KONG TRADE DEVELOPMENT COUNCIL
Hong Kong, China	Hong Kong, China
ICC HONG KONG CHINA BUSINESS COUNCIL	ICC HONG KONG CHINA BUSINESS COUNCIL
Hong Kong, China	Hong Kong, China
CONTINENTAL FOUNDATION	CONTINENTAL FOUNDATION
India	India
JOINT VENTURE	JOINT VENTURE
India	India
DELHI CHAMBER OF COMMERCE	DELHI CHAMBER OF COMMERCE
India	India
ICC INDIA	ICC INDIA
India	India

INDIAN CHAMBER OF COMMERCE	INDIAN CHAMBER OF COMMERCE
India	India
INDIAN MERCHANTS' CHAMBER	INDIAN MERCHANTS' CHAMBER
India	India
TIL	TIL
India	India
WISE	WISE
India	India
ICC INDONESIA	ICC INDONESIA
Indonesia	Indonesia
CHAMBERS OF COMMERCE OF IRELAND	CHAMBERS OF COMMERCE OF IRELAND
Ireland	Ireland
GALWAY CCI	GALWAY CCI
Ireland	Ireland
ICC IRELAND	ICC IRELAND
Ireland	Ireland
SOUTH DUBLIN CHAMBER OF COMMERCE	SOUTH DUBLIN CHAMBER OF COMMERCE
Ireland	Ireland
FEDERATION OF ISRAELI CHAMBERS OF COMMERCE	FEDERATION OF ISRAELI CHAMBERS OF COMMERCE
Israel	Israel
CCI HANDICRAFT & AGRICULTURE OF BOZEN	CCI HANDICRAFT & AGRICULTURE OF BOZEN
Italy	Italy
FAID - FEDERDISTRIBUZIONE	FAID - FEDERDISTRIBUZIONE
Italy	Italy
ICC ITALY	ICC ITALY
Italy	Italy
UNIONCAMERE	UNIONCAMERE
Italy	Italy
JAPAN / TOKYO CCI	JAPAN / TOKYO CCI
Japan	Japan
KAJIMA CORPORATION	KAJIMA CORPORATION
Japan	Japan
OSAKA CCI	OSAKA CCI
Japan	Japan
SUITA CCI	SUITA CCI
Japan	Japan
TAKATSUKI CCI	TAKATSUKI CCI
Japan	Japan
ANSAN CCI	ANSAN CCI
Korea	Korea
ANYANG CCI	ANYANG CCI
Korea	Korea
BUCHEON CCI	BUCHEON CCI
Korea	Korea
DAEJEON CCI	DAEJEON CCI
Korea	Korea
DAESUNG GROUP	DAESUNG GROUP
Korea	Korea
GYENONGGI NORTHERN CCI	GYENONGGI NORTHERN CCI
Korea	Korea

HWASEONG CCI	HWASEONG CCI
Korea	Korea
ICHON CCI	ICHON CCI
Korea	Korea
KCCI	KCCI
Korea	Korea
PYEONGTAEK CCI	PYEONGTAEK CCI
Korea	Korea
SEONGNAM CCI	SEONGNAM CCI
Korea	Korea
SIHEUNG CCI	SIHEUNG CCI
Korea	Korea
SUWON CCI	SUWON CCI
Korea	Korea
TONG YANG MOOL SAN	TONG YANG MOOL SAN
Korea	Korea
YONGIN CCI	YONGIN CCI
Korea	Korea
YONGIN CHAMBER OF COMMERCE & INDUSTRY	YONGIN CHAMBER OF COMMERCE & INDUSTRY
Korea	Korea
COMMERCIAL FACILITIES	COMMERCIAL FACILITIES
Kuwait	Kuwait
KUWAIT CCI	KUWAIT CCI
Kuwait	Kuwait
CCI OF BEIRUT	CCI OF BEIRUT
Lebanon	Lebanon
FRANSABANK	FRANSABANK
Monaco	Monaco
HAFEZ	HAFEZ
Lebanon	Lebanon
ICC LEBANON	ICC LEBANON
Lebanon	Lebanon
LEBANON AND MOUNT BEIRUT CCIA	LEBANON AND MOUNT BEIRUT CCIA
Lebanon	Lebanon
ICC LITHUANIA	ICC LITHUANIA
Lithuania	Lithuania
FCCIAA	FCCIAA
Madagascar	Madagascar
FEDERATION OF MALAYSIAN MANUFACTURERS	FEDERATION OF MALAYSIAN MANUFACTURERS
Malaysia	Malaysia
MALAYSIAN INTERNATIONAL CCI	MALAYSIAN INTERNATIONAL CCI
Malaysia	Malaysia
CAMARA NACIONAL DE LA INDUSTRIA SAN LUIS POTOSI	CAMARA NACIONAL DE LA INDUSTRIA SAN LUIS POTOSI
Mexico	Mexico
CONCANACO	CONCANACO
Mexico	Mexico
GRUPO ULTRAQUIMIA	GRUPO ULTRAQUIMIA
Mexico	Mexico
BANQUE DU GOTHARD	BANQUE DU GOTHARD
Monaco	Monaco

CDE- IGN	CDE- IGN
Monaco	Monaco
CDE MONACO LOGISTIQUE	CDE MONACO LOGISTIQUE
Monaco	Monaco
CENTRE IMMOBILIER PASTOR	CENTRE IMMOBILIER PASTOR
Monaco	Monaco
CHAMBRE DE DEVELOPPEMENT ECONOMIQUE	CHAMBRE DE DEVELOPPEMENT ECONOMIQUE
Monaco	Monaco
DEUTSCHE BANK	DEUTSCHE BANK
Monaco	Monaco
EMEC	EMEC
Monaco	Monaco
EXPERIAN-SCOREX	EXPERIAN-SCOREX
Monaco	Monaco
EZ LOGIC MONACO	EZ LOGIC MONACO
Monaco	Monaco
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BATRA NET PRIVATE	Pakistan
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FEDERATION OF CONTRACTERS	Paris
ASSOCIATIONS OF NEPAL	WORLD CHAMBERS
Nepal	NETWORK
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Nepal	CHAMBER OF COMMERCE OF LIMA
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New Zealand	PRAHOVA COUNTY GOVERNMENT
CHAMBER OF COMMERCE	Romania
CCIAA	CCI OF AUTONOMOUS OKRUO
Lebanon	Russian Federation
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New Zealand	CCI OF THE REPUBLIC OF TATARSTAN
WELLINGTON REGIONAL CHAMBER OF COMMERCE	Russian Federation
New Zealand	CCI OF THE RUSSIAN FEDERATION
EASTWEST INSTITUTE	Russian Federation
New-York	Russian Federation
ICC NORWAY	Russian Federation
Norway	ICC RUSSIA
OSLO CHAMBER OF COMMERCE	Russian Federation
Norway	JSC VYMPEL COM
UNION BANK OF NORWAY	Russian Federation
Norway	PRIMORSK CCI
NAWRAS AUTO SERVICE	Russian Federation
OMAN CCI	Russian Federation
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JEDDAH CCI	South Africa	VELUWE & TWENTE	EAST LANCASHIRE CHAMBER	COMMERCE
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Saudi Arabia	South Africa	The Netherlands	United Kingdom	United States
CCI ET D'AGRICULTURE DE	ZULULAND CHAMBER OF	COUNCIL OF CCIS	United Kingdom	ORLANDO REGIONAL
DAKAR	BUSINESS	Turkey	ICC UNITED KINGDOM	CHAMBER OF COMMERCE
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UNION NATIONALE DES	BARCELONA CHAMBER OF	INDUSTRY UNION	LONDON CCI	PA CHAMBER OF BUSINESS &
CHAMBRES DE COMMERCE	COMMERCE	Turkey	United Kingdom	INDUSTRY
DU SENEGAL	Spain	ICC TURKEY	United Kingdom	United States
Senegal	CHAMBER OF COMMERCE OF	Turkey	UNILEVER UK	PORTUGAL-US CHAMBER OF
BELGRADE CHAMBER OF	GIRONA	ISTANBUL CHAMBER OF	United Kingdom	COMMERCE
ECONOMY	Spain	COMMERCE	3M COMPANY	United States
Serbia (Republic of)	CHAMBER OF COMMERCE OF	Turkey	United States	RAND CORPORATION
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Sierra Leone	ICC SPAIN	Turkey	United States	United States
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COMPANIES	LLEIDA CHAMBER OF	Turkey	CHAMBER OF COMMERCE	United States
Sierra Leone	COMMERCE	Turkey	United States	US WEST
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Singapore	MADRID OFFICIAL CCI	TEVFIK SOLAKSUBASI & SONS	United States	USCIB
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Singapore	COMMERCE	Turkey	FORT BEND CHAMBER OF	United States
SINGAPORE INTERNATIONAL	Spain	UNION OF CHAMBERS AND	COMMERCE	WORLD TRADE CENTER ST
CHAMBER OF COMMERCE	CCI FEDERATION OF SRI	COMMODITY EXCHANGES	United States	LOUIS
Singapore	LANKA	Turkey	GMC-TING 77 CCIS	United States
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EMPLOYERS OF SLOVENIA	HAMBANTOTA DISTRICT	Uganda	International Market	LOCAL PRODUCTS
Slovenia	CHAMBER OF COMMERCE	UGANDA NATIONAL	Development / USCIB	Uruguay
CCI OF SLOVENIA	(HDCC)	CHAMBER OF COMMERCE	United States	ICC VENEZUELA
Slovenia	Sri Lanka	Uganda	INTERNATIONAL STRATEGIES	Venezuela
CITY OF DURBAN	ICC SRI LANKA	DOVIRA TRADING	United States	VIETNAM CCI
South Africa	Sri Lanka	Ukraine	IRAQI AMERICAN CHAMBER	Vietnam
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DURBAN UNICITY TOURISM	Switzerland	THE ZHYTOMYR CHAMBER	COMMERCE	
AUTHORITY	TICINO CANTON CCI	OF COMMERCE	United States	
South Africa	Switzerland	TV CHANNEL STB	JUNIOR CHAMBER	
ICC SOUTH AFRICA	DHL SYRIA	Ukraine	INTERNATIONAL	
South Africa	Syria	Ukraine	United States	
	ICC SYRIA		KENNEBEC VALLEY	
	Syria		CHAMBER OF COMMERCE	
			United States	

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