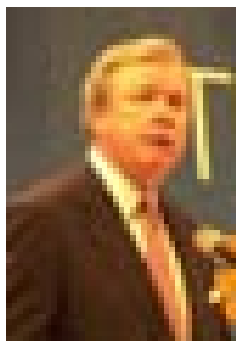

The Second World Chambers Congress

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Richard D. McCormick President, ICC



The second World Chambers Congress was an important gathering with great opportunities for sharing new information, new ideas and forming new alliances. I am glad to have been among the first to greet the new "World Chambers Federation".

Now that "world" is included in the new name of what was formerly known as ICC's International Bureau of Chambers of Commerce, the organization has a name worthy of the breadth of its present activities and those of the future.

Just as a pool with no outlet becomes stagnant, businesses and communities in order to grow need new capital, new pro-

ducts, and most of all, new markets. The only way to get those things is to open our minds and doors to expanded trade.

Historically, chambers of commerce have been, by definition, local organizations. They were created to promote local business. But now, if we thought we could shelter those businesses from the world, we would be wrong.

We must convince our members that if local businesses want to grow, their horizons must grow. This World Chambers Congress plays a crucial role in gearing up chambers of commerce to satisfy and go beyond the new needs of business.

Park Yong Sung Chairman, KCCI



Globalization and digitalization are the basic requirements for success in business today. Global markets, linked by information technology and e-business networks, are driving the world economy in the new millennium.

This kind of business environment requires the need for global business cooperation, and, more than ever before, a lowering of national barriers to trade. In the same way, chambers of commerce are also being forced to reevaluate their strategies.

In Korea, there is a saying that "even a sheet of paper can be more easily lifted when we hold it together". At the Second

World Chambers Congress there were more than 1000 of us to hold the "sheet of paper" representing our common hopes and issues, and make it lighter. Together, a global network of chambers can realize hopes and tackle problems much more effectively than if individual chambers tried to survive alone.

The World Chambers Congress strengthened regional and global ties among chamber executives. We should build on these ties and forge a powerful united global force. With worldwide commitment to such a network, chambers can play an important role in the sound and sustainable development of the world economy.

Maria Livanos Cattau Secretary General, ICC



If the success of the Second World Chambers Congress in Seoul is to be measured by any one factor, it would have to be the widespread participation of developing countries.

From Afghanistan to Cuba, Vietnam to Sierra Leone, chamber representatives from all over the world came together to forge partnerships and learn lessons on the best ways to promote economic development in their countries.

Most countries, whether advanced or developing, have chambers of commerce. It is the role of ICC – through the World Chambers Federation – to gather them together and help them create networks. These networks should in turn facilitate the

flow across borders of information, capital, ideas, technology and goods and services.

By focusing on the needs of small and medium sized enterprises, the most important drivers of activity in any economy, the Congress helped chambers discover how to better serve their members.

We are particularly lucky to have had the opportunity to examine all of these issues against the background of what is a vibrant local economy. The precedents set by business in South Korea not only served as a useful model for visiting foreign business communities, but provided the perfect backdrop for our discussions."

Avijit Mazumdar Chair, WCF



Over the last decade, the global village has become a reality. In order to keep abreast of the drastic changes that have taken place in the business world, chambers of commerce are putting their energies behind globalizing their activities.

The first ever World Chambers Congress held in Marseille two years ago was part of this globalization process. And on the occasion of the second congress in the beautiful city of Seoul, I had the pleasure of announcing that from now on, IBCC will be known as the World Chambers Federation. We believe the new name fully reflects our current activities and our thrust for the future.

We have already decided to hold the next gathering in 2003 in Quebec, Canada and

the following one in South Africa, so that the first four World Chambers Congresses will have covered the continents of Europe, Asia, America and Africa.

I strongly believe that between now and 2003, the newly styled World Chambers Federation will make inroads towards further increasing unity amongst the global chamber of commerce community, opening new channels of dialogue and strengthening the established network.

Opening ceremony



Kim Dae-Jung
President of Korea
"the age of the global village has arrived"

Chamber leaders from more than 80 countries witnessed a ceremony marking the handover of the chairmanship of the World Chambers Congress to Yong Sung Park, of the Korea Chamber of Commerce and Industry.

Henry Roux Alezais, Past President of Marseille-Provence Chamber of Commerce, said it was a privilege to have held the Premiere World Chambers Congress in Marseille and to pass the honour on to Mr Park as host of the second congress.

Mr Park welcomed the delegates to Korea and set the scene for many of the subsequent discussions, saying: "Globalization and digitalization are the basic requirements for success in business today."

He called on chambers to help feed the need of business worldwide for increased

global cooperation and the lowering of national barriers to free trade.

Avijit Mazumdar, Chair of ICC's International Bureau of Chambers of Commerce announced a change of name for IBCC to ICC's World Chambers Federation. He said the new name reflected the global flavour of the organization's present activities, structure, and its designs for the future.

President of Korea Kim Dae-Jung, who was warmly welcomed to the congress by ICC President Richard D. McCormick, said that the age of the "global village" had arrived.

"Each nation's economy has become inter-linked with those of all other nations," he said. He asked those present to make a special effort to help establish an orderly international trade system and to step up international cooperation.

Role of chambers in a globalized world

Representatives of ICC's Presidency joined Yong Sung Park from the Korea Chamber of Commerce and Industry and Avijit Mazumdar, who chairs WCF, to start off congress discussions with a presentation of their views on the role of chambers in a globalized world.

Adnan Kassar, member of the ICC Presidency, said: "Chambers are the true platform for consolidating and organizing business practice to achieve the international objectives of spreading wealth and raising standards of living."

He added that organizations in developing countries need to develop closer ties with their peers in the industrialized world.

Mr Kassar highlighted the fact that new means of communication are creating promising avenues for cooperation that did not exist before. He was confident that seizing these opportunities would reduce inequalities between chambers around the world.

"The role of joint chambers is essential in bridging the gaps between countries," he said.

ICC President Richard D. McCormick also emphasized the vital role chambers have to play in the development of cross-border trade.

"Since 1948, world trade has grown faster than world output," he said. "And since 1948, the world's population has doubled, while exports per capita have grown eight-fold. A quarter of the world's output is sold outside the country of origin." Mr McCormick noted that of the world's 25 largest trading nations, one third are developing countries."

"The best thing a chamber of commerce can do for the local economy is find ways to expand its role in the world economy. We must encourage and help local businesses to explore and develop international markets. This is a vital role for chambers."



Richard D. McCormick
"Chambers must help local businesses explore international markets"

Management for chambers of tomorrow

Exploitation of information technology and an ability to adapt to changing economic climates were common themes in the session on the management needs of chambers for the 21st century.

Samuel Gleiser

"the future of chambers depends on the exchange of information"



In his opening remarks, Adnan Kassar Chairman of the Beirut and Lebanon Chamber of Commerce, Industry and Agriculture highlighted the need for chambers to capitalize on their shared knowledge, and gave the example of how chambers of the Arab world have assisted each other in providing support for business. Samuel Gleiser of the Lima Chamber of Commerce underlined the importance of investing in IT and national trade networks. He said

"The future of our chambers depends on the exchange of information, using the superhighways, and strengthening small chambers".

He described how, via the internet, 62% of Peruvian chambers are already connected to the Peruvian "National Trade Network" portal, enabling even those from the most remote cities to reap the benefits of globalization.

Hari Shankar Singhania

"Innovation is the route to successful chamber management"

Hari Shankar Singhania past President ICC and President A.K. Organisation, India said the interface between industry and government is stronger in developing countries than it is in developed countries. "The focus has shifted to being more proactive in helping the business environment

become more conducive and hassle-free" he said.

Henry Roux Alezias, President of the Regional Chamber of Commerce & Industry of Provence, Alpes Cote d'Azur & Corsica, pointed out that in a dematerialized and information-driven economy, chambers of the future will have to fulfil three new roles in addition to their traditional ones – providing access to a network, intelligence gathering and training.

For Shoichi Asaji of the Japan Chamber of Commerce and Industry, an entrepreneurial spirit is vital to the promotion of chamber activities. He told the session chambers will have to reinvent their services to maximise the use of private-sector capabilities, enabling them to reduce their reliance on government institutions and to offer services that accurately respond to the needs of members and local communities.

There was general consensus that the route to successful management for chambers of tomorrow is through constant innovation and exploitation of new technologies.



Financing issues for chambers

The issue of chambers' over-dependence on membership fees for income was foremost on most minds at this session. The panel highlighted several approaches open to chambers for diversifying and maximizing their sources of revenue.

Opening the discussion, Michel Barsalou, Vice-President of the Canadian Chamber of Commerce, stressed that membership fees remain a sustainable and profitable answer to part of chambers' financial needs, but that they must look increasingly to partnerships and fixed projects as sources of income.

Fujio Suzuki, from the Hamamatsu Chamber of Commerce and Industry in Japan, advocated the use of private business management principles to maximize income. He explained how his chamber had implemented a ten point best-practice plan which introduced improvements such as a new budgeting system, financial management by each sector of activity, computer processing, and the reinforcement of cost-consciousness throughout the organization. According to Mr Suzuki, this new mindset is the first step towards "achieving the chamber's long term visions, namely the rejuvenation of the organization and the enrichment and expansion of member services."

The varied case studies of revenue generating initiatives presented by George Abraham, Director of the Singapore Indian Chamber of Commerce and Industry (SICCI) gave participants a wide range of practical ideas on how they could implement schemes in their own chambers.

By setting up partnerships with government bodies and businesses, SICCI had launched a number of initiatives to secure new sources of funding. Mr Abraham said



Michem Barsalou

"We must benefit from the fast pace of technical change"

that his chamber's projects had included participation in the creation of a public holding company for investing in India, set up with the support of Singapore Government Agencies.

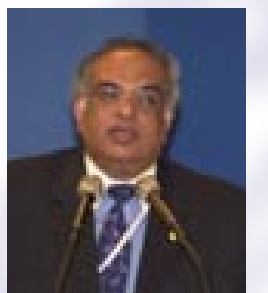
Nigel Gould, President of the New Zealand Chambers of Commerce, agreed that there was still heavy reliance on members' subscriptions, but highlighted the training market as a source of income for chambers. However, taking into account competition issues with members who offer their own training services, he saw the role of chambers as one of "promoter and facilitator" of third-party training rather than as provider of direct training services.

Mr Gould also advocated the development of government partnerships, emphasizing the contribution that chambers can make in the fields of business development and business information services.

"The Chamber of Commerce, with its national spread of chambers, non-political bias, dedicated network of staff, and financial strength, makes an ideal partner for the government to put into effect its policies in these areas," he said.

George Abraham

"Partnerships can provide new sources of funding"



IT and e-business for chambers

In a session chaired by ICC Secretary General Maria Livanos Cattai, participants examined the e-commerce measures chambers are taking within their own organizations, and the services they should be looking to develop for their members. The panel was made up of representatives from both chambers of commerce and business. Hyo Sung Kim, President of the Korea Chamber of Commerce and Industry gave his views on the importance of internet business with over 21 million users in Korea. "Business is driven by knowledge and information" he said.

A website developed by the Hong Kong General Chamber of Commerce provides access to its membership directory, trade enquiries and timely business information, and has over 200 000 page views every month. Yiu Sing Cheung, the chamber's Assistant Director, told delegates:

The session on e-business looked at the best ways of exploiting new technologies



"Do not build a site for your members only. Build one with the aim of attracting businesses worldwide." The site has facilitated communication with members and visitors via e-mail and it supplements many of the chamber's off-line activities. But Cheung voiced a note of caution as to whether the site can be a financially sound business venture in itself. "Two years ago,

I would have said that it was possible. Today I am not so sure," he said. Volker Schmidt of AlphaNet Online and the Cologne Chamber of Commerce and Industry stressed the importance of optimizing the use of a company website as a business portal. He said the value of a website as an effective means of communication could not be overestimated

Joon-Keun Choi, President of Hewlett-Packard Korea, saw a role for chambers in reducing companies' e-commerce investment burdens. "By raising funds from member companies to operate e-marketplaces, chambers can play a major role in the e-commerce era and at the same time provide member companies with maximum impact at least cost," he said.

Georges Fischer, who directs E-Developments at the Paris Chamber of Commerce and Industry, drew participants' attention to the brand strength of the term "Chamber of Commerce and Industry" and explained how this could be used to differentiate online chamber of commerce services from those of other internet-based service providers.

According to Mr Fischer, impartiality and the notion of an official international network will enable chambers to consolidate their position as providers of trusted, valid and sometimes confidential information in today's highly competitive market.

But he also offered this advice "It is not enough to be a member of a network, you have to work in the network."

There was a general consensus among speakers that chambers have a crucial lobbying role to play in the liberalization of telecommunication markets in developing countries.

Chambers working for SMEs

Speakers in this session drew on their own experience to discuss how chambers are helping small and medium sized enterprises (SMEs). The session was chaired by Avijit Mazumdar of the World Chambers' Federation.

Robert Recker from the Orlando Regional Chamber of Commerce said: "SMEs represent 89% of all employers, provide 47% of all sales in the US, represent 99% of all US exporters and provide 55% of all innovations."

Mr Recker went on to illustrate what US chambers are doing today to attract member companies. One way is by providing low cost products to SMEs such as health insurance and office equipment, or services such as transport and recruitment. In addition chambers give advice to start-ups and existing businesses on how to better manage their operations. Future trends for US chambers would include free membership for SMEs, he added.

Gerard Doyle from the Chambers of Commerce of Ireland explained how offering support in the three key areas of online "training, trust and trading" has helped SME members in Ireland embrace e-business. He said that by creating the



"I-Commerce" portal site and coordinating with government and big business, Irish chambers encourage their members to make the most of the opportunities presented by the internet.

Istanbul Chamber of Commerce and Industry Manager, Z. Gonca Undul highlighted an SME project in her country. "An SME investment fund set up by the Chamber in partnership with national and international organisations aims to provide investment finance to SMEs to support export-oriented restructuring," she said.

According to Yao Wang of the China Council for the Promotion of International Trade, small companies are enthusiastic about venturing into the international market place, but many do not yet know how to go about it. He described the partnership programmes, international business exhibitions, legal advice and training services set up by chambers in China to help them.

Speakers suggested ways of financing SME support, particularly for training and initial seed funding. These included government loans, contributions from business, and a scheme which pooled resources from groups of chambers and businesses.

Delegates agreed on the overriding need for governments, chambers of commerce and big business to work together to support what Mr Mazumdar called "the backbone of industrial nations - the SMEs."



Z. Gonca Undul
"Funding is a priority area in SME support"

Robert Recker
"Chambers help small businesses reduce operating costs"

Worldwide networking of chambers

Wa Tashiro
“Networking allows chambers to learn from each other”

The mechanisms and benefits of international links between chambers were discussed in a session chaired by ICC Secretary General Maria Livanos Cattai.

President of the Confederation of Asia-Pacific Chambers of Commerce and Industry (CACCI) Lee Soo Young described his organization as a coalition made up of chambers, business associations and business enterprises from less developed and developed economies. He said “We believe that these constituencies, when effectively mobilized, can give substance to our common commitment to economic development.”

Mr Lee said that, through its regular meetings held in major cities around the region, CACCI had brought together over 10 000 business leaders and key entrepreneurs. Participants heard how CACCI and ICC have been conducting joint seminars on Incoterms, UCP500 and International Commercial Arbitration and other areas of International Business Law and Practice.

Lee Soo Young
“committed to economic development through networking”

The session also heard how the internet is facilitating global networking. Wa Tashiro of the Osaka Chamber of Commerce and Industry described the “Business Mall”, an online business directory compiled through collaboration with chambers from all over Japan. Listed enterprises are easy to find from anywhere with internet access. Networking allows chambers from all economic levels to learn from each other.



Business matching schemes and trade fairs were also mentioned as effective networking mechanisms for chambers and their members, especially small and medium sized enterprises.

Speakers agreed that in order to thrive in a global market, SMEs had to form partnerships and strategic alliances with companies overseas in order to exchange information and find outlets for their products overseas.

Mr Lee pointed out that networking encourages chambers to join forces in formulating a unified stance. He said “Their views on important issues can be communicated in a unified voice to the appropriate regional or international bodies.”

Panel members and participants agreed that chambers have a vital role to play in encouraging networks to flourish between chambers, their members and other business groups, on a national and international level. Sharing information on technology and expertise are key areas for development.

Chambers in developing countries

Discussions focused on how chambers from around the world can cooperate to provide support to other chambers in least developed and developing countries. Participants described how links between chambers can encourage the exchange of ideas, technology and expertise as well as allowing member companies in developing countries to form links with business partners outside their region.

The session was chaired by Iman Taufik from the Indonesian Chamber of Commerce and Industry which is a member of the Asean Chambers of Commerce and Industry (ASEAN-CCI) and the Confederation of Asia Pacific Chambers of Commerce and Industry (CACCI).

Regional groups of chambers in Asia aim to foster relations between their members and with government and business on a regional and international level.

Task forces and regional industry clubs have been set up to accelerate the region's economic growth.

Mr Taufik said: “Most chambers of developing countries need to learn how to effectively raise funds for their operations. Many of their problems are due to a lack of qualified staff.”

He added that chambers of developing countries also need to strengthen their networking capabilities by promoting B2B commerce between their members, but that often poor infrastructure is still a barrier to progress.

Hoang Van Dung, Secretary General of the Vietnam Chamber of Commerce and Industry agreed with Mr Taufik based on his own direct experience of running a chamber in a developing country.

Other speakers highlighted the special needs of chambers of commerce in some

Latin American countries. Maria Fernanda Campo, who heads the Bogotá Chamber of Commerce in Colombia, said chambers in developing countries need access to new technology in order to increase levels of productivity and competitiveness and take advantage of the opportunities offered by international trade. “Cooperation programmes established

Maria Fernanda Campo
“Chambers in developing countries need access to new technologies”



among the different chambers of commerce are necessary to strengthen the business sector and support the economic integration process,” she said.

Luca Mantelassi, President of the Florence Chamber of Commerce in Italy, explained how the Florence chamber has set up programmes to exchange know-how with chambers in Turkey, Mexico and Tunisia.

Based on the positive experiences presented by panellists and intervention from the floor (including representatives from South Africa, Germany, Nigeria, Cuba, Bangladesh, India, and the Philippines), participants concluded the workshop with a call for a new ICC World Chambers Federation guide to cooperation between chambers from developed and less developed economies.

Developing new chamber services

Speakers in this session encouraged chambers of commerce to be proactive in adapting their services to keep abreast of economic, political and technological developments.

Rona Yircali of the Balikesir Chamber of Commerce and Industry in Turkey said that since 1980, the Turkish economy had gone through fundamental changes, moving from a state planned central economy to a market oriented liberal economy. He said: "Chambers took the initiative to help members adapt to these new economic conditions."

Two of these measures are UC CET-NET (Union of Chambers and Commodities Exchanges of Turkey), an electronic network linking the Union to its 350 chambers across the country, and the Auxiliary Industry Exchange which allows businesses to procure their auxiliary product needs," he said.

"Chambers should serve as a navigational tool for their members"



Peter Bishop from the London Chamber of Commerce and Industry stressed that governments are asking business to play a larger role in certain areas of economic management, citing the example of

International Import Certificates for which the London chamber is now the sole issuer in the UK. He said that developing the role of chambers as advisors in policy-making will inevitably allow them to offer new services to their members in the future.

For Philip Holt of the Australian Business Chamber, effective knowledge management is the key to developing member services. He said that, resting on this central philosophy, the chamber now promotes itself as a navigator to help its members steer their way through increasingly complex business operations. "Our members face complexity and want simplicity. Through the "Navigator" concept we deliver trust, expertise, understanding and independence," he said.

Sang Sun Suh, from the Korea Chamber of Commerce and Industry, described how his chamber had set up eight new Vocational Training Institutes in response to a change in government policy. The institutes provide courses for members and technical assistance to chambers from Korea and abroad, training over 5000 people every year.

On the issue of voluntary versus compulsory chamber membership, it was

suggested that competitiveness between chambers is a necessary driving force behind better services and the protection of the trusted relationship between chamber and member.

Chambers and dispute resolution



leading arbitration institution is adapting to the new international environment with China's imminent entry into the WTO. Zhu Jianlin of the China International Economic and Trade Arbitration Commission said developments include the combination of arbitration with conciliation and a new international panel of arbitrators. Disputes involving cybercrime are on the increase in China and a special body has been set up to handle domain name dispute resolution.

Mr Nariman, Vice-chairman, ICC International Court of Arbitration, said that an "almost indispensable part of the chamber of commerce network is the facilitation of dispute resolution amongst those who trade according to its rules." He said ICC International Court of Arbitration is the internationally recognized leader in this field.

Delegates agreed that for successful online mediation, it was important to keep the costs down and ensure adequate training of mediators. Participants were confident that chambers of commerce would continue to play a central role in dispute resolution and its move online.

Contributors to this session analyzed the role of chambers of commerce in the evolving field of dispute resolution and online mediation.

Paul Skehan of Eurochambres described OnlineConfidence, a comprehensive online alternative dispute resolution (ADR) system linked to a code of conduct and a 'trustmark'. Eurochambres hope their system will "increase consumer confidence in online transactions and encourage the development of e-commerce in Europe." For Mr Skehan, arbitration, mediation and conciliation were part of the armour of chambers of commerce. "We wish to keep chambers of commerce central to the process of ADR, regardless of whether it is online or offline."

Representing the Paris Chamber of Commerce and Industry and the World Chambers Network, Georges Fischer gave his views on how e-mediation can work on an international level. He showed how CyberMap software could provide online mediation between companies across borders.

Participants also heard how China's

Fari S. Nariman
"Dispute resolution is a key role of the chambers network"

Paul Skehan
"Chambers are central to ADR"



Changes to the legal status of chambers

Graham Hayward
"Chambers must compete with services offered by governments"

The way chambers work and the services they provide depend greatly on the legal framework in which they operate. In a discussion chaired by Maximilian Burger-Scheidlin of ICC Austria, panellists debated mandatory and voluntary chamber membership and the hurdles encountered in adjusting to changes in status.

Jožko Čuk of the Chamber of Commerce of Slovenia said that the Slovenian Constitutional Court had decreed compulsory membership as

"appropriate if the chamber was to act as a partner to the government and represent the balanced interests of the business community." He said that with democratically elected business representatives, public law chambers can "resolve in a pragmatic, businesslike manner, many issues that politics cannot or will not touch."



Jožko Čuk
"Public law chambers resolve many issues that politics cannot touch"

Christophe Köpke from the South African Chamber of Business was optimistic about the harmonization of black and white business groups in South Africa and its effects on chamber management and African business as a whole. He said "With unity, business will be better equipped to support government in its endeavour to improve living standards and to create opportunities leading to wealth creation."

Graham Hayward, President of Singapore International Chamber of Commerce, a



multi-racial organization with voluntary membership, gave the session food for thought with an account of his government's surprising decision to create a new body with mandatory membership for the top 18,500 Singapore businesses, without guaranteeing participation to his chamber.

The chamber had adopted a more competitive approach in the new legal set-up, broadening services for its members to include "outplacement and relocation services, business education and training, and executive recruitment." They also planned to offer reduced fees for joint membership of the chamber and the new business group.

Mr Hayward said "It is too early to assess the impact of the new structure, but it is clearly something that many of us are worried about."

Speakers from the panel and the floor participated in a heated debate on the benefits and drawbacks of public law and private law chambers, and their differing roles in government policy.

Chamber relations with government

The discussion in this session centred on the role of chambers in social and economic reform and effective advocacy.

Opening the session, Peter Mihók, President of the Slovak Chamber of Commerce and Industry, said that the relationship of chambers with government bodies is one of the basic pillars of chamber policy.

"From the point of view of companies and entrepreneurs, it is often this part of the activities of the chambers of commerce that is the decisive criterion of their success" he explained.

He sees two main roles for his organization within Slovakia's wide-reaching reform programme; supporting economic and social reform, and creating the conditions necessary for the integration of the country's ambitions with those of the global business community.

Heiko Waesch is regional co-ordinator of the ZDH Partnership Program, a joint scheme set up by and funded by the German government and Chambers of commerce. It aims to alleviate poverty in developing countries by forging partner-

ships between German chambers and those of emerging economies.

On matters of advocacy, Mr Waesch explained that governments are more likely to cooperate when issues are well researched and presented, and when chambers are truly representative bodies that make balanced demands.

Antonio Copello, President Camara de Bogota, gave his own account of the importance in Columbia of good relations between chambers and governments.

Floyd Warner, President of the Pennsylvania Chamber of Commerce and Industry, offered a US-based view saying that if you are in business long enough, the government and its actions will probably "determine your destiny and your survival more so than your competitor." On the tricks of the advocacy trade, Mr Warner underlined the importance of lobbying political candidates before their election and getting on the campaign bandwagons.

"An agility within the chamber to raise money and then go to war [on an issue] is extremely important," he added.



Peter Mihók
"relations with governments are one of the pillars of chamber policy"



Chamber partnerships

Koichi Koizumi
*part of a growing
network of young
entrepreneur
associations*

In a session chaired by Antoni Negre i Villavecchia, President of the Barcelona Chamber of Commerce, the panel agreed that strengthening ties between national and transnational chamber organizations through the World Chambers Federation should be a priority.

In his opening remarks, Mr Negre i Villavecchia explained how his organization is creating an electronic network for Latin American chambers and forging ties with chambers across the Mediterranean and Magreb regions.



"The networks that have been formed by the chambers of commerce will be vital for ensuring economic growth in different parts of the planet," he said.

Elias Ghantous from the General Union of Chambers of Commerce, Industry and Agriculture for Arab Countries underlined the importance of chamber partnerships for this key

Antoni Negre i Villavecchia
"Chamber networks will be vital for economic growth"

economic zone. He stressed that partnerships between Arab chambers and their international counterparts are extremely important instruments for the promotion of Arab exports.

"Cooperation is replacing non-productive competition," he added.

Koichi Koizumi, Chair of the Federation of Young Entrepreneurs Groups (YEG), gave an insightful account into the development



and objectives of the groups he represents. Established by the Japan Chamber of Commerce and Industry and now actively promoted by over 440 chambers throughout Japan, YEG aims to provide a vast and effective network for young entrepreneurs and executives who aim to strengthen regional and international ties.

"The more the groups are promoted within chambers of commerce and industry, the larger the nationwide network of the Young Entrepreneurs Group grows," he said.

Sergio Ortiz-Luis Jr from the Philippine Chamber of Commerce and Industry said that partnerships with support groups such as Germany's ZDH programme and the Canadian International Development Agency enable chamber networks to enhance the business environment, and respond to SMEs' demands for services.

He explained how, in turn, the PCCI strengthens regional chambers by helping them to train their staff and streamline their organizations.

Closing ceremony

Lee Hee-Beom, Vice Minister of Commerce, Industry and Energy of the Republic of Korea, joined representatives of ICC and WCF on the panel of speakers for the closing ceremony of the second World Chambers Congress.

Leading the proceedings, Avijit Mazumdar, Chair of WCF, said the congress had achieved much in the course of two days. Against the backdrop of the change of IBCC's name to the World Chambers Federation, he said that the "congress had been successful in creating awareness in many important areas of chamber activities".

Thanking the Korea Chamber of Commerce and Industry who hosted the congress, Mr Mazumdar remarked that in 40 years, Korea had transformed itself from a primarily agricultural society into a major industrial nation of the world. "If we have understood this, I think we will have taken back a message to our respective countries," he said.

Yong Sung Park, Chairman of the Korea Chamber of Commerce and Industry,

commented on the accomplishments of the congress: "We now have clear understanding on where we are and what directions we should pursue for the continued prosperity of chambers of commerce as a united community."

"I am very confident that there is a bright future for the chambers of commerce as long as we join together and cooperate for our common benefit and success," he said.

Looking to future reunions, ICC President Richard D. McCormick invited participants to Denver for the ICC 34th World Congress in May 2002. Representing Canadian chambers of commerce, Michel Barsalou and Marco St-Pierre joined Diane Déry of the St Foy Regional Chamber of Commerce and Industry, in extending a warm invitation to all the delegates to Quebec in 2003 for the next World Chambers Congress.

Before officially closing the congress, Mr Mazumdar thanked the President of Korea and the Government of the Republic of Korea for their support of the event.



Avijit Mazumdar
*"looks forward to the
Third World Chambers
Congress in Québec
in 2003"*

Programme

“Role of chambers in a globalized world”

- **H.E. Kim Dae Jung**
President of the Republic of Korea
- **Richard D. McCormick**
President, International Chamber of Commerce, Paris; Former Chairman and Chief Executive Officer, U.S. WEST, Inc. (now part of Qwest Communications), USA; Member of the Board, United Airlines, Wells Fargo and Company and United Technologies Corp
- **Adnan Kassar**
Member of the Presidency, International Chamber of Commerce; Chairman and Chief Executive Officer, Fransabank Group, Lebanon; Chairman, Beirut & Lebanon Chamber of Commerce, Industry and Agriculture; Chairman, ICC Lebanon
- **Park Yong Sung**
Chairman, Korea Chamber of Commerce & Industry; Chairman, Oriental Brewery; Vice-Chairman, Doosan Group; Chairman, Seoul Chamber of Commerce & Industry; Vice-President, Korean Olympic Committee; President, International Judo Federation; Chair, ICC Korea-Seoul
- **Avijit Mazumdar**
Chair, International Bureau of Chambers of Commerce, Paris; Chairman, Til Ltd.; Former President, Associated Chambers of Commerce & Industry of India
- **Maria Livanos Cattai**
Secretary General, International Chamber of Commerce, Paris
- **Henry Roux Alezais**
President, Regional Chamber of Commerce & Industry of Provence, Alpes, Cote d'Azur & Corsica; Past President, Marseille-Provence Chamber of Commerce, France

Management for chambers of tomorrow

- **Shoichi Asaji**
Special Advisor to the Chairman, Japan Chamber of Commerce & Industry, Japan
- **Samuel Gleiser**
President, Lima Chamber of Commerce, Peru
- **Henry Roux Alezais**
President, Regional Chamber of Commerce & Industry of Provence, Alpes, Cote d'Azur & Corsica; Past President, Marseille-Provence Chamber of Commerce, France
- **Hari Shankar Singhania**
President, J.K. Organisation, India; Past President, International Chamber of Commerce, Paris

Chaired by:

- **Adnan Kassar**
Member of the Presidency, International Chamber of Commerce, Paris; Chairman and Chief Executive Officer, Fransabank Group, Lebanon; Chairman, Beirut & Lebanon Chamber of Commerce, Industry and Agriculture; Chairman, ICC Lebanon

Special needs of chambers in developing countries

- **Maria Fernanda Campo**
President, Bogotá Chamber of Commerce, Colombia
- **Hoang Van Dung**
Secretary General, Vietnam Chamber of Commerce & Industry, Vietnam
- **Luca Mantellasi**
President, Florence Chamber of Commerce, Italy

Chaired by:

- **Iman Taufik**
Chairman, Foreign Relations, Indonesian Chamber of Commerce & Industry, Indonesia
- Developing new chamber services**
- **Peter Bishop**
Acting Chief Executive, London Chamber of Commerce, United Kingdom
 - **Philip Holt**
Managing Director, Australian Business Chamber, Australia
 - **Sang Sun Suh**
President, Vocational Training Program, Korea Chamber of Commerce & Industry, Korea

Chaired by:

- **Rona Yircali**
President, Balikesir Chamber of Commerce & Industry, Turkey

Chambers and dispute resolution

- **Georges Fischer**
Deputy Director, Paris Chamber of Commerce, France
- **Paul Skehan**
Secretary General, Eurochambres, Brussels
- **Zhu Jianlin**
Secretary General, China International Economic and Trade Arbitration Commission, China

Chaired by:

- **Fali S. Nariman**
Vice Chairman, International Court of Arbitration, Paris; Chairman International Council for Commercial Arbitration; Senior Advocate, Supreme Court of India; Past President, Law Association for Asia and the Pacific, India

Trade facilitation and the ATA carnet: key role of chambers of commerce

- **Peter Bishop**
Acting Chief Executive Officer, London Chamber of Commerce and Industry, United Kingdom
- **Cynthia J. Duncan**
Vice President, Carnet Operations, United States Council for International Business – New York, USA
- **Torben Lentz**
Deputy Director, The Danish Chamber of Commerce – Copenhagen, Denmark
- **Bernard Trevanion**
Representative, National Trade Policy and Programme, Victorian Employers' Chamber of Commerce and Industry (VECCI) – Melbourne, Australia

Moderator:

- **Alain Destouches**
Administrative Director, ICC/IBCC World ATA Carnet Council (WATAC), France

Financing issues for chambers of commerce

- **George Abraham**
Executive Director, Singapore Indian Chamber of Commerce & Industry, Singapore; Chief Executive and Company Secretary, Parameswara Holdings Ltd.; Managing Director of TradeMatch Information Network (S) Pte Ltd.; Secretary General, Asia Pacific Indian Chambers of Commerce & Industry
- **Nigel Gould**
Chairman, New Zealand Chamber of Commerce & Industry, New Zealand
- **Fujio Suzuki**
Chairman, Hamamatsu Chamber of Commerce & Industry, Japan

Chaired by:

- **Michel Barsalou**
Vice-President, Canadian Chamber of Commerce, Canada

Information technology and electronic business for chambers

- **Yiu Sing Cheung**
Assistant Director, Hong Kong General Chamber of Commerce, China
- **Joon-Keun Choi**
President, Hewlett Packard, Korea
- **Georges Fischer**
Director, E-Developments, Paris Chamber of Commerce, France; Chair, World Chambers Network (WCN) Working Party, Paris
- **Hyo Sung Kim**
President, Korea Chamber of Commerce & Industry, Korea
- **Volker Schmidt**
Managing Director, Alpha-Net Online, Germany

Chaired by:

- **Maria Livanos Cattai**
Secretary General, International Chamber of Commerce, Paris

Changes to the legal status of chambers

- **Jožko Čuk**
President, Chamber of Commerce of Slovenia, Slovenia
- **Graham G. Hayward**
Executive Director, Singapore International Chamber of Commerce, Singapore
- **Christophe Köpke**
President, South African Chamber of Business, South Africa

Chaired by:

- **Maximilian Burger-Scheidlin**
Executive Director, ICC Austria; Austrian Chamber of Economy, Austria

Chamber relations with government

- **Antonio Copello**
President, Camara de Comercio de Bogota, Columbia
- **Heiko G. Waesch**
Regional Coordinator, ZDH Partnership Program, Singapore
- **Floyd Warner**
President, PA Chamber of Commerce & Industry, USA

Chaired by:

- **Peter Mihók**
President, Slovak Chamber of Commerce and Industry, Slovakia

Chamber partnerships

- **Elias Ghantous**
Secretary General, General Union of Chambers of Commerce, Industry & Agriculture for Arab Countries, Lebanon
- **Koichi Koizumi**
Chairman, Young Entrepreneur Association of Japan Chamber of Commerce & Industry, Japan
- **Sergio Ortiz-Luis Jr**
Vice President, Philippine Chamber of Commerce & Industry, Philippines

Chaired by:

- **Antoni Negre i Villavecchia**
President, Barcelona Chamber of Commerce, Spain; Vice President, Eurochambres; Treasurer, AICO

World Chambers Network (WCN)

- **Georges Fischer**
Director, E-Developments, Paris Chamber of Commerce, France; Chair, World Chambers Network (WCN) Working Party, Paris
- **Liz Bjorklund**
WCN Chamber Marketing Officer, International Chamber of Commerce, France

Chambers working for SMEs

- **Gerard Doyle**
Senior Policy Advisor on Trade and eBusiness, Chambers of Commerce of Ireland, Ireland
- **Robert Recker**
Executive Vice President, Orlando Regional Chamber of Commerce, USA
- **Z. Gonca Ündül**
Manager, Istanbul Chamber of Commerce & Industry, Turkey
- **YAO Wang**
Chairman, China Council for the Promotion of International Trade, Beijing Sub-Council, China

Chaired by:

- **Avijit Mazumdar**
Chairman, Til Ltd., India; Former President, Associated Chambers of Commerce & Industry of India; Chair, International Bureau of Chambers of Commerce, Paris

“Worldwide networking of chambers”

- **Lee Soo Young**
President, Confederation of Asia-Pacific Chambers of Commerce & Industry, Korea; Vice-Chairman, Korea Chamber of Commerce & Industry; President, Incheon Chamber of Commerce & Industry
- **Wa Tashiro**
Chairman, Osaka Chamber of Commerce & Industry, Japan

Chaired by:

- **Maria Livanos Cattai**
Secretary General, International Chamber of Commerce, Paris

Programme

Closing session

- **Park Yong Sung**
Chairman, Korea Chamber of Commerce & Industry; Chairman, Oriental Brewery; Vice-Chairman, Doosan Group; Chairman, Seoul Chamber of Commerce & Industry; Vice-President, Korean Olympic Committee; President, International Judo Federation; Chair, ICC Korea-Seoul
- **Avijit Mazumdar**
Chair, International Bureau of Chambers of Commerce, Paris; Chairman, Til Ltd.; Former President, Associated Chambers of Commerce & Industry of India

Lee Soo Young

- President, Confederation of Asia-Pacific Chambers of Commerce & Industry, Korea; Vice-Chairman, Korea Chamber of Commerce & Industry; President, Incheon Chamber of Commerce & Industry

Adnan Kassar

- Member of Presidency, ICC

Richard McCormick

- ICC President

Michel Barsalou

- Vice President, Canadian Chamber of Commerce & Industry

Marco St Pierre

- President, St. Foy Chamber of Commerce and Industry, Canada

Diane Déry

- Board of Directors President, St. Foy Chamber of Commerce and Industry, Canada

Hee-Beom Lee

- Vice Minister for Commerce, Industry and Energy, Korea

Maria Livanos Cattai

- Secretary General, International Chamber of Commerce, Paris

Maria Livanos Cattai

- Secretary General, International Chamber of Commerce, Paris

Hee-Beom Lee

- Vice Minister for Commerce, Industry and Energy, Korea

Maria Livanos Cattai

- Secretary General, International Chamber of Commerce, Paris

Maria Livanos Cattai

- Secretary General, International Chamber of Commerce, Paris

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Maria Livanos Cattai

- Secretary General, International Chamber of Commerce, Paris

Maria Livanos Cattai

- Secretary General, International Chamber of Commerce, Paris

Participating chambers

Africa

Addis Ababa Chamber of Commerce
Ethiopia
Border-Kei Chamber of Business
South Africa
Cameroon Chamber of Commerce, Industry & Mines
Cameroon
Chambre de Commerce, d'Industrie, d'Agriculture et des Metiers de Pointe-Noire
Congo
Chambre de Commerce, d'Industrie et d'Agriculture de Mauritanie
Mauritania
Congo Chamber of Commerce, Industry, Agriculture & Trade
Congo (The Dem. Rep. of the)
Durban Chamber of Commerce & Industry
South Africa
Federation of Egyptian Chambers of Commerce
Egypt
Federation of Moroccan Chambers of Commerce and Industry
Morocco
G77 Chambers of Commerce TIN Network
Africa
Ghana National Chamber of Commerce & Industry
Ghana
Guinea Chamber of Commerce
Guinea
ICC Egypt
Egypt
ICC Ghana
Ghana
ICC Morocco
Morocco
ICC Tanzania
Tanzania
Johannesburg Metropolitan Chamber of Commerce & Industry
South Africa

Lagos Chamber of Commerce & Industry
Nigeria
NAFCOC Northern Province
South Africa
Nigerian Association of Chambers of Commerce & Industry
Nigeria
Senegal Chamber of Commerce, Industry & Agriculture
Senegal
Sfax Chamber of Commerce & Industry
Tunisia
South Africa Chamber of Business (SACOB)
South Africa
Togo Chamber of Commerce & Industry
Togo
Uganda Junior Chamber
Uganda
Uganda National Chamber of Commerce & Industry
Uganda

Americas

Association of Latin American Chambers of Commerce (ALCO)
Mexico
Bogotá Chamber of Commerce
Colombia
Burlington/West Burlington Area Chamber of Commerce
USA
Canadian Chamber of Commerce
Canada
Charlesbourg Chauveau Chamber of Commerce
Canada
Cuba Chamber of Commerce & Industry
Cuba
Gaspe Chamber of Commerce
Canada
ICC Colombia
Colombia
ICC Cuba
Cuba
ICC Peru
Peru

Korean American Chamber of Commerce of Greater Miami
USA
Korean-American Chamber of Commerce & Industry Federation of USA
Mexico
Korean-American Chamber of Commerce & Industry Federation of USA
USA
Lima Chamber of Commerce
Peru
Miami Dade Chamber of Commerce
USA
New York City Economic Development Official International Chamber of Foreign Commerce Brazil - Puerto Rico - USA (CARICOM)
Brazil
Orlando Regional Chamber of Commerce
USA
Pennsylvania Chamber of Business & Industry
USA
Quebec Chamber of Commerce
Canada
Sainte-Foy Regional Chamber of Commerce
Canada
Sierra Leone Chamber of Commerce, Industry & Agriculture
Sierra Leone
Three Rivers Chamber of Commerce
Canada
United States Council for International Business (USCIB)
USA

Asia Pacific

American Chamber of Commerce In Korea
Korea
Anhui Chamber of International Commerce
China

Ansan Chamber of Commerce & Industry
Korea
Anseong Chamber of Commerce & Industry
Korea
Anyang Chamber of Commerce & Industry
Korea
Asean Chambers of Commerce & Industry
Philippines
Asia Pacific Indian Chambers of Commerce & Industry
Singapore
Association of Indian Chambers of Commerce (ASSOCHAM)
India
Auckland Regional Chamber of Commerce
New Zealand
Australian Business Chamber Limited
Australia
Beijing Chamber of International Commerce
China
Bucheon Chamber of Commerce & Industry
Korea
Busan Chamber of Commerce & Industry
Korea
Canadian Chamber of Commerce in Korea
Korea
CCOIC-Hainan Branch
China
CCOIC-Henan Nanyang Branch
China
CCPIT Beijing Sub-Council
China
CCPIT Fujian Sub-Council
China
CCPIT Hunan Sub-Council
China
CCPIT Puyang Branch
China
CCPIT Xiamen Sub-council
China
CCPIT-Hainan Branch
China
Ceylon Chamber of Commerce
Sri Lanka

Cheonan Chamber of Commerce & Industry
Korea
Cheongju Chamber of Commerce & Industry
Korea
Chikugo Chamber of Commerce & Industry
Japan
Chilgok Chamber of Commerce & Industry
Korea
China Chamber of Commerce of Import & Export of Machinery and Electronics Products
China
China Chamber of Commerce of Imports and Exports of Medicines and Health Products
China
China Chamber of International Commerce (CCOIC)
China
China Chamber of International Commerce Representative Office in Seoul
Korea
China Council for the Promotion of International Trade (CCPIT)
China
China External Trade Development Council
Chinese Taipei
China International Economic and Trade Arbitration Commission
China
Chinese International Economic Cooperation Association
Chinese Taipei
Chinese National Association on Industry and Commerce
Chinese Taipei
Chinese Taipei Business Council of ICC
Chinese Taipei
Chinhae Chamber of Commerce & Industry
Korea

Chittagong Chamber of Commerce & Industry
Bangladesh
Chun Chon Chamber of Commerce & Industry
Korea
Chungju Chamber of Commerce & Industry
Korea
Confederation of Asia Pacific Chambers of Commerce & Industry (CACCI)
Chinese Taipei
Daejeon Chamber of Commerce & Industry
Korea
Daito Chamber of Commerce & Industry
Japan
Dalian Chamber of International Commerce
China
Dalseong Chamber of Commerce & Industry
Korea
Dhaka Chamber of Commerce & Industry
Bangladesh
Donghae Chamber of Commerce & Industry
Korea
EIAK (Electronic Industries Association of Korea)
Korea
Federation of Indian Chambers of Commerce & Industry (FICCI)
India
Federation of Karnataka Chambers of Commerce & Industry
India
Federation of Korean Industries
Korea
Federation of Nepalese Chambers of Commerce & Industry
Nepal
Federation of Pakistan Chambers of Commerce & Industry
Pakistan
Federation of Young Entrepreneurs Group, JCCI
Japan
Fiji Chamber of Commerce & Industry
Fiji Islands

Fukuchiyama Chamber of Commerce & Industry
Japan
General Chamber of Commerce of Chinese Taipei
Chinese Taipei
Guangdong Chamber of International Commerce
China
Guangxi Chamber of International Commerce
China
Guangzhou Chamber of International Commerce
China
Gumi Chamber of Commerce & Industry
Korea
Gyonggi Northern Chamber of Commerce & Industry
Korea
Hakwang Chamber of Commerce & Industry
Korea
Hamamatsu Chamber of Commerce & Industry
Japan
Haman Chamber of Commerce & Industry
Korea
Hebei Chamber of International Commerce
China
Higashiosaka Chamber of Commerce & Industry
Japan
Hikari Chamber of Commerce & Industry
Japan
Himeji Chamber of Commerce & Industry
Japan
Hong Kong General Chamber of Commerce
Hong Kong, China
Honk Kong, China Business Council of ICC
Hong Kong, China
Huairou Economy & Technology Cooperation Office
China
Hwasung Chamber of Commerce & Industry
Korea

ICC Australia
Australia
ICC Bangladesh
Bangladesh
ICC India
India
ICC Japan
Japan
ICC New Zealand
New Zealand
ICC Pakistan
Pakistan
ICC Sri Lanka
Sri Lanka
ICC Thailand
Thailand
Ichon Chamber of Commerce & Industry
Korea
Iksan Chamber of Commerce & Industry
Korea
Inchon Chamber of Commerce & Industry
Korea
Indian Electrical & Electronics Manufacturers' Association
India
Indo-Italian Chambers of Commerce & Industry
India
Indonesian Chamber of Commerce and Industry
Indonesia
Izumi Chamber of Commerce & Industry
Japan
Izumisano Chamber of Commerce & Industry
Japan
Japan Chamber of Commerce & Industry
Japan
Japan Chamber of Commerce & Industry - Seoul
Korea
Japan Commercial Arbitration Association (JCAA)
Japan
JeongEup Chamber of Commerce & Industry
Korea
Jeonju Chamber of Commerce & Industry
Korea
Jinju Chamber of Commerce & Industry
Korea

KADIN Net
Indonesia
Kanazawa Chamber of Commerce & Industry
Japan
Kavre Chambers of Commerce & Industry
Nepal
Kitaosaka Chamber of Commerce & Industry
Japan
Korea Chamber of Commerce & Industry
Korea
Korea Federation of Small & Medium Business
Korea
Korea International Trade Association
Korea
Korean Chamber of Commerce & Industry in Aichi
Japan
Korean Chamber of Commerce & Industry in Fukuoka
Japan
Korean Chamber of Commerce & Industry in Gifu
Japan
Korean Chamber of Commerce & Industry in Gunma
Japan
Korean Chamber of Commerce & Industry in Hokkaido
Japan
Korean Chamber of Commerce & Industry in Kanagawa
Japan
Korean Chamber of Commerce & Industry in Kyushima
Japan
Korean Chamber of Commerce & Industry in Kyoto
Japan
Korean Chamber of Commerce & Industry in Mie
Japan
Korean Chamber of Commerce & Industry in Osaka
Japan

Korean Chamber of Commerce & Industry in Saitama
Japan
Korean Chamber of Commerce & Industry in Shizuoka
Japan
Korean Chamber of Commerce & Industry in Tochigi
Japan
Korean Chamber of Commerce & Industry in Tokyo
Japan
Korean-German Chamber of Commerce & Industry
Korea
Kunpo Chamber of Commerce & Industry
Korea
Kunsan Chamber of Commerce & Industry
Korea
Kwangju Chamber of Commerce & Industry
Korea
Kyongju Chamber of Commerce & Industry
Korea
KyongSan Chamber of Commerce & Industry
Korea
Lahore Chamber of Commerce & Industry
Pakistan
Lucheng Chamber of International Commerce
China
Malaysian International Chamber of Commerce & Industry
Malaysia
Masan Chamber of Commerce & Industry
Korea
Mokpo Chamber of Commerce & Industry
Korea
Nagasaki Chamber of Commerce & Industry
Japan
National Chamber of Commerce of Sri Lanka
Sri Lanka
Nepal Chamber of Commerce
Nepal

Participating chambers

Participating chambers

**Nepal-Canada
Chamber of Commerce
& Industry**

Nepal

**New Zealand Chamber
of Commerce &
Industry**

New Zealand

**North Sulawesi
Chamber of Commerce
& Industry**

Indonesia

**Osaka Chamber of
Commerce & Industry**

Japan

**Philippine Chamber of
Commerce & Industry
Pohang**

Philippines

**Chamber of Commerce
& Industry**

Korea

**Pyong Tack Chamber
of Commerce &
Industry**

Korea

**SAARC Chambers of
Commerce & Industry**

Sri Lanka

**Sachon Chamber of
Commerce & Industry**

Korea

**Sakai Chamber of
Commerce & Industry**

Japan

**Samchok Chamber of
Commerce & Industry**

Korea

**Sapporo Chamber of
Commerce & Industry**

Japan

**Sasebo Chamber of
Commerce & Industry**

Japan

**SeongNam Chamber of
Commerce & Industry**

Korea

**Seosan Chamber of
Commerce & Industry**

Korea

**Shenyang Chamber of
International
Commerce**

China

**Shenzhen International
Chamber of Commerce**

China

**Shiheung Chamber of
Commerce & Industry**

Korea

**Shizuoka Chamber of
Commerce & Industry**

Japan

**Singapore Indian
Chamber of Commerce
& Industry**

Singapore

**Singapore
International Chamber
of Commerce**

Singapore

**Sri Lanka International
Chamber of Commerce**

Sri Lanka

**Suncheon Kwangyang
Chamber of Commerce
& Industry**

Korea

**Suwon Chamber of
Commerce & Industry**

Korea

**Taebaek Chamber of
Commerce & Industry**

Korea

**Taegu Chamber of
Commerce & Industry**

Korea

**Thakurgaon Chambers
of Commerce &
Industry**

Bangladesh

**Tianjin Chamber of
International
Commerce**

China

**Toki Chamber of
Commerce & Industry**

Japan

**Tokushima Chamber of
Commerce & Industry**

Japan

**Tokyo Chamber of
Commerce & Industry**

Japan

**Tomakomai Chamber
of Commerce &
Industry**

Japan

**Tong Young Chamber
of Commerce &
Industry**

Korea

**Toyohashi Chamber of
Commerce & Industry**

Japan

**Tsuruga Chamber of
Commerce & Industry**

Japan

**Ulsan Chamber of
Commerce & Industry**

Korea

**Victorian Employers
Chamber of Commerce
and Industry (VECCI)**

Australia

**Vietnam Chamber of
Commerce and
Industry**

Vietnam

**Wajina Chamber of
Commerce & Industry**

Japan

**Women's Council of the
Osaka Chamber of
Commerce and
Industry**

Japan

**Won Ju Chamber of
Commerce & Industry**

Korea

**Wuhan Chamber of
International
Commerce**

China

**Yamagata Chamber of
Commerce & Industry**

Japan

**Yangsan Chamber of
Commerce & Industry**

Korea

**Yao Chamber of
Commerce & Industry**

Japan

**Yeong Cheon Chamber
of Commerce &
Industry**

Korea

**Yeosu Chamber of
Commerce & Industry**

Korea

**Yongin Chamber of
Commerce & Industry**

Korea

**YoungJu Chamber of
Commerce & Industry**

Korea

**Yunnan Chamber of
International
Commerce**

China

**Zhejiang Chamber of
International
Commerce**

China

Europe**American Chamber of
Commerce in the
Ukraine**

Ukraine

**Andorra Chamber of
Commerce**

Andorra

**Ankara Chamber of
Commerce**

Turkey

**Association of
Chambers of
Commerce & Industry
of the Mediterranean
Basin (ASCAME)**

Spain

**Association of German
Chambers of Industry
& Commerce (DIHT)**

Germany

**Athens Chamber of
Commerce & Industry**

Greece

**Athens Chamber of
Commerce & Industry**

Greece

**Austrian Chamber of
Economy**

Austria

**Balikesir Chamber of
Commerce**

Turkey

**Barcelona Chamber of
Commerce & Industry**

Spain

**Bedfordshire & Luton
Chamber of Commerce
& Industry**

United Kingdom

**Belarussian Chamber
of Commerce &
Industry (Vitebsk
Branch)**

Belarus

**British Chambers of
Commerce**

United Kingdom

**Chamber of Commerce
& Industry of Neamt
County**

Romania

**Chamber of Commerce
& Industry of Romania
and Bucharest
Municipality**

Romania

**Chamber of Commerce
& Industry of Slovenia**

Slovenia

**Chamber of Economic
Development of
Monaco**

Monaco

**Chambers of
Commerce of Ireland**

Ireland

**Cologne Chamber of
Commerce & Industry**

Germany

**Dalnevostoshnaya
Regional Chamber of
Commerce & Industry**

Russian Federation

**Danish Chamber of
Commerce**

Denmark

**East Frisia and
Papenburg Chamber of
Commerce & Industry**

Germany

**East Lancashire
Chamber of Commerce**

United Kingdom

**East Siberia Regional
Chamber of Commerce
& Industry**

Russian Federation

Eurochambres

Belgium

**Florence Chamber of
Commerce**

Italy

**Georgian Chamber of
Commerce & Industry**

Georgia

**Girona Chamber of
Commerce**

Spain

**Helsinki Chamber of
Commerce**

Finland

ICC Austria

Austria

ICC Czech Republic

Czech Republic

ICC Finland

Finland

ICC France

France

ICC Germany

Germany

ICC Greece

Greece

ICC Italy

Italy

ICC Netherlands

Netherlands

ICC Norway

Norway

ICC Russia

Russian Federation

ICC Slovakia

Slovakia

ICC Spain

Spain

ICC Switzerland

Switzerland

ICC Turkey

Turkey

ICC Ukraine

Ukraine

ICC United Kingdom

United Kingdom

**Istanbul Chamber of
Industry**

Turkey

**Italian Union of the
Chambers of
Commerce**

Italy

**Kharkov Chamber of
Commerce & Industry**

Ukraine

**Kiev Chamber of
Commerce and
Industry**

Ukraine

**Krasnodar Regional
Chamber of Commerce
& Industry**

Russian Federation

**London Chamber of
Commerce & Industry**

United Kingdom

**Madrid Official
Chamber of Commerce
& Industry**

Spain

**Magdeburg Chamber of
Commerce & Industry**

Germany

**Manisa Chamber of
Commerce & Industry**

Turkey

**Marseille Provence
Chamber of Commerce
& Industry**

France

**Meurthe et Moselle
Chamber of Commerce**

France

**Mongolian Chamber of
Commerce & Industry**

Mongolia

**Neuchâtel Chamber of
Commerce & Industry**

Switzerland

**Nizhny Novgorod
Region Chamber of
Commerce & Industry**

Russian Federation

**Paris Chamber of
Commerce & Industry**

France

**Polish Chamber of
Commerce**

Poland

**Primorsky Chamber of
Commerce & Industry**

Russian Federation

**Promofirenze - Special
Agency of the Chamber
of Commerce of
Florence**

Italy

**Regional Chamber of
Commerce and
Industry for Provence,
Alps, Côte d'Azur &
Corsica**

France

**Reus Chamber of
Commerce**

Spain

**Russian Federation of
Chambers of
Commerce & Industry**

Russian Federation

**Saratovskaya
Gubernskaya Chamber
of Commerce &
Industry**

Russian Federation

**Sassari Chamber of
Commerce, Industry,
Arts & Agriculture**

Italy

**Slovak Chamber of
Commerce & Industry**

Slovakia

**St. Petersburg
Chamber of Commerce
& Industry**

Russian Federation

**Surgut Chamber of
Commerce & Industry**

Russian Federation

**Tatarstan Republican
Chamber of Commerce
& Industry**

Russian Federation

**Ticino Chamber of
Commerce & Industry**

Switzerland

**Toula Regional
Chamber of Commerce
& Industry**

Russian Federation

**Turkish Cypriot
Chamber of Commerce**

Cyprus

**Turkmenistan Chamber
of Commerce &
Industry**

Turkmenistan

**Ukrainian Chamber of
Commerce & Industry**

Ukraine

**Vaudoise Chamber of
Commerce and
Industry**

Switzerland

**Veluwe en Twente
Chamber of Commerce**

Netherlands

**Zhytomyr Chamber of
Commerce**

Ukraine

**Zurich Chamber of
Commerce**

Switzerland

**Zwolle Chamber of
Commerce & Industry**

Netherlands

Middle East**Abu Dhabi Chamber of
Commerce & Industry**

United Arab Emirates

**Afghan Chamber of
Commerce & Industry**

Afghanistan

**Ajman Chamber of
Commerce & Industry**

United Arab Emirates

**Amman Chamber of
Commerce & Industry**

Jordan

**Amman Chamber of
Commerce & Industry**

Jordan

**Bahrain Chamber of
Commerce & Industry**

Bahrain

**Beirut & Lebanon
Chamber of Commerce
& Industry**

Lebanon

**Council of Saudi
Chambers of
Commerce & Industry**

Saudi Arabia

**Federation of
Jordanian Chambers of
Commerce**

Jordan

**Federation of United
Arab Emirates
Chambers of
Commerce**

United Arab Emirates

**General Union of
Chambers of
Commerce, Industry &
Agriculture for Arab
Countries**

Lebanon

ICC Bahrain

Bahrain

ICC Iran

Iran

ICC Lebanon

Lebanon

ICC Syria

Syria

**Iran Chamber of
Commerce, Industry
and Mines**

Iran

Participating chambers

**Lattakia Chamber of
Commerce & Industry**

Syria

**Oman Chamber of
Commerce & Industry**

Oman

**Ras Al Khaimah
Chamber of
Commerce, Industry
and Agriculture**

United Arab Emirates

**Riyadh Chamber of
Commerce & Industry**

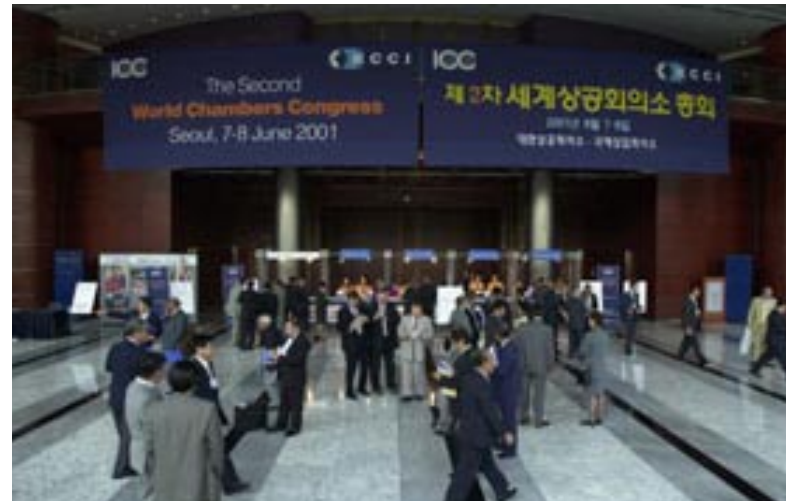
Saudi Arabia

**Sharjah Chamber of
Commerce & Industry**

United Arab Emirates

Union of Sudanese

Photos

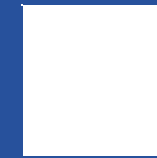


Acknowledgements

The Second World Chambers Congress was co-hosted by ICC's World Chambers Federation and the Korean Chamber of Commerce and Industry. ICC would like to thank the following organizations and partners for their support of the congress



Asian Development Bank



Confederation of Asia-Pacific Chambers of Commerce & Industry



SAMSUNG ELECTRONICS



UNITED NATIONS ECONOMIC AND SOCIAL COMMISSION FOR ASIA AND THE PACIFIC



Japan Chamber of Commerce & Industry
Federation of Young Entrepreneurs Groups of JCCI
Federation of CCI in Osaka Prefecture
Hamamatsu Chamber of Commerce & Industry
Himeji Chamber of Commerce & Industry
Osaka Chamber of Commerce & Industry



Hewlett Packard Korea

KOREAN AIR



2001년 한국방문의 해
VISIT KOREA YEAR 2001



Korean Chamber of Commerce & Industry in Japan



China Council for the Promotion of International Trade



Coca-Cola
Korea Bottling Company, Limited



General Union of Chambers of Commerce, Industry and Agriculture for Arab Countries

MonAmi

3M



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