



EU-funded project



EU4Business

East Invest 2 - BSO Exchanges
NON-KEY EXPERTS (NKEs)
COMPONENT 1 - HOSTING AN EAP BSO REPRESENTATIVE

	Country	BSO	Family name	First name	Position	Intervention area	Specific subject (s)	E-mail
1	Belgium	Federation of Belgian Chambers of Commerce	Van Gulck	Wouter	General Manager	1 Membership ----- 3 Services ----- 4 Personnel/Staff ----- 6 Strategy & Planning ----- 7 Managing Associations	1 Value propositions for members Accreditation of chambers ----- 3 Export documents (certificates of origin, electronic certificates of origin, ATA carnets) ----- 4 HR management (job descriptions, motivation, evaluation, competence building, remuneration policy) ----- 6 Business plans, business models, strategy development, integration of corporate social responsibility, business score cards and KPIs ----- 7 HR management, financial management, quality management, membership management	wvangulck@belgianchambers.be
2	Belgium	Federation of Belgian Chambers of Commerce	Geeraerts	Veerle	Project & International Affairs Manager	1 Membership ----- 6 Strategy & Planning ----- 7 Managing Associations	1 Mapping services/ activities members Follow-up and map interaction with members on an IT-platform: CRM (Customer Relations Management) ----- 6 Integration of corporate social responsibility ----- 7 Quality management	vgeeraerts@belgianchambers.be
3	Belgium	UEAPME	Day	Birte	EU Policy Advisor	1 Membership ----- 3 Services ----- 6 Strategy & Planning ----- 7 Managing Associations ----- 8 Marketing ----- 9 PR & Communication ----- 10 Advocacy	/	b.day@ueapme.com
4	Belgium	UEAPME	Hendrickx	Luc	Director Enterprise Policy and External Relations	1 Membership ----- 3 Services ----- 10 Advocacy	/	l.hendrickx@ueapme.com
5	Belgium	UEAPME	Grohmann	Dieter Michael	Director Communication & Media	1 Membership ----- 6 Strategy & Planning ----- 7 Managing Associations ----- 8 Marketing ----- 9 PR & Communication ----- 10 Advocacy ----- 14 Networking & Partnerships	1 Forms of membership, connected right and obligations, member relations, trust building, etc ----- 6 How to set up a swot-analysis, define positions and step stones to reach, control instruments ----- 7 General assemblies, board, working groups, financial controlling, member relations, trust building, etc. ----- 8 Identifying target groups, profile needs, adapt services/products to targets etc. ----- 9 Talking to whom, when, where, monitoring results, adjusting, out of the box (unconventional approaches) ----- 10 Project management of lobbying and advocating topics (whom to approach, when, how, confidentiality, trust, black operations) ----- 14 How to approach networks, entering partnerships (contractual, institutional and habitual)	d.grohmann@ueapme.com

6	Belgium	Voka - Chamber of Commerce and Industry Antwerp - Waasland	Suetens	Jill	Manager International	<p>1. Membership</p> <p>-----</p> <p>2. Finance & Accounting</p> <p>-----</p> <p>3. Services</p> <p>-----</p> <p>12. Information & Know-How</p> <p>-----</p> <p>13. DCFTA related issues</p> <p>-----</p> <p>14. Networking & Partnerships</p>	<p>1. How to approach potential members and, especially related to internationalisation, convince them to become a member by offering a range of value added services? Importance of building up a client database (members and non-members) of companies having export / import experiences.</p> <p>2. Searching for external funding via donor organizations + budgeting of projects: elaboration of precise project budgets, e.g. for outgoing economic missions with 30 or more participants and exports supporting projects co-funded by the Flemish Government. Financial planning & reporting: development of a yearly plan with annual income & expenditure.</p> <p>3. Launching of commercial activities, especially in the field of internationalisation, such as: membership of Business Clubs International (incl. promotion, organization of meetings, contacts with speakers); selling of specific information (e.9. list with prospects abroad)</p> <p>-----</p> <p>12. Working out of information sessions related to doing business abroad (e.9. thematic sessions on EU customs matters, VAT in the EU, or sessions on doing business with other countries). Experience with formats for such information sessions that allow a transfer of practical knowledge and best practices from invited experts as well as fruitful networking.</p> <p>-----</p> <p>13. Monitoring existing and upcoming new EU legislation that can be important for local SMEs (and be relevant in the context of the DCFTA), via various information sources (e.9. European Commission web pages; national news agency Belga; Flemish European Liaison Agency - VLEVA).</p> <p>-----</p> <p>14. Experience in launching various formulas of learning networks, Business Clubs International, etc., as a good example of developing strong relations with clients - SMEs and supporting them to be successful abroad. Experience in developing Partnership Agreements with other Chambers of Commerce in Europe and elsewhere.</p>	jill.suetens@voka.be
7	Belgium	Voka - Chamber of Commerce and Industry Antwerp - Waasland	Van Looveren	Luc	Senior Advisor EU Relations	<p>1. Membership</p> <p>-----</p> <p>2. Finance & Accounting</p> <p>-----</p> <p>3. Services</p> <p>-----</p> <p>12. Information & Know-How</p> <p>-----</p> <p>13. DCFTA related issues</p> <p>-----</p> <p>14. Networking & Partnerships</p>	<p>1. How to approach potential members and, especially related to internationalisation, convince them by offering a range of value added services.</p> <p>-----</p> <p>2. Budgeting of projects: elaboration of precise budgets following the flow of activities in a project + accurate project reporting. Financial planning & reporting: development of a yearly plan with annual income & expenditure.</p> <p>3. Launching of new commercial services, especially in the field of internationalisation, related to: legal aspects regarding export requirements; finding business partners in the EU or elsewhere.</p> <p>-----</p> <p>12. Working out high level information & knowledge databases, presentation materials and information products, especially in the field of doing business with the EU.</p> <p>-----</p> <p>13. Specialised, structured overviews of sector related 'acquis communautaire' which is relevant in the context of DCFTA (e.g. EU laws in the field of agri-food products).</p> <p>-----</p> <p>14. Experience in launching various formulas of learning networks, Business Clubs International, etc. as a good example of developing strong relations with clients - SMEs and supporting them to be successful abroad.</p>	luc.vanlooveren@voka.be
8	Belgium	EU Ukraine Business Council aisbl	Wilson	James	Director	<p>5 Regional Development</p> <p>-----</p> <p>6 Strategy & Planning</p> <p>-----</p> <p>9 PR & Communication</p> <p>-----</p> <p>10 Advocacy</p> <p>-----</p> <p>13 DCFTA related issues</p> <p>-----</p> <p>14 Networking & Partnerships</p>	<p>5 Investment promotion</p> <p>-----</p> <p>6 Representation in Brussels</p> <p>-----</p> <p>9 Strategic communications and media relations</p> <p>-----</p> <p>10 Lobbying</p> <p>-----</p> <p>13 Market access</p> <p>-----</p> <p>14 Business to business introductions</p>	james@euubc.com
9	Belgium	EU Ukraine Business Council aisbl	Mathieu	Gregory	Director	<p>5 Regional Development</p> <p>-----</p> <p>6 Strategy & Planning</p> <p>-----</p> <p>8 Marketing</p> <p>-----</p> <p>9 PR & Communication</p> <p>-----</p> <p>10 Advocacy</p> <p>-----</p> <p>13 DCFTA related issues</p> <p>-----</p> <p>14 Networking & Partnerships</p>	/	james@euubc.com

10	Belgium	EUROCHAMBRES	Butters	Ben	Policy Director	6 Strategy & Planning ----- 10 Advocacy ----- 11 VET (vocational education and training) ----- 14 Networking & Partnerships	/	butters@eurochambres.eu
11	Belgium	EUROCHAMBRES	Vantygghem	Dirk	Director of Operations	6 Strategy & Planning ----- 10 Advocacy ----- 13 DCFTA related issues ----- 14 Networking & Partnerships	/	vantygghem@eurochambres.eu
12	Belgium	EUROCHAMBRES	Rocchi	Giulia	Head of Cabinet	6 Strategy & Planning ----- 9 PR & Communication ----- 10 Advocacy ----- 11 VET (vocational education and training) ----- 13 DCFTA related issues ----- 14 Networking & Partnerships	/	rocchi@eurochambres.eu
13	Estonia	EVEA - Estonian Association of SMEs	Kaas	Marina	Vice-President	1 Membership ----- 2 Finance & Accounting ----- 3 Services ----- 6 Strategy & Planning ----- 10 Advocacy	1 Recruitment techniques, working with members, retaining existing members, membership surveys and how to use them for keeping and attracting members ----- 2 Attracting donor-funding, writing successful funding applications (a full-day master class can be provided), working with sponsors, how to structure and collect the membership fees, pros and cons of project - and government funding of BSOs ----- 3 How to build a membership service package that gives a member added value, best practices of membership services from European BSOs, income-generating services ----- 6 Developing and updating of a strategic plan, action plan and other planning tools of a BSO ----- 10 Building relationship and dialogue with governmental bodies, how to get your voice heard?, strategic partnerships in advocacy, creating an advocacy agenda, working with media, consulting with members and SMEs, assessments of regulatory impact on SMEs, measuring success of advocacy work of a BSO	marina@datanet.ee
14	Estonia	EVEA - Estonian Association of SMEs/ Kermon OU	Kracht	Kersti	President/ Chairman of the board	1 Membership ----- 10 Advocacy ----- 14 Networking & Partnerships	1 Recruitment of new members, retention of existing members ----- 10 Dialogue between government and entrepreneurs, consulting and expertise of new law legislation ----- 14 Partnerships between Estonian, Finnish, German, etc. Networking management between different entrepreneur- and tax associations in Estonia	kersti@kermon.ee
15	Estonia	EVEA - Estonian Association of SMEs	Kabal	Ain	Chairman of the Legal Affairs Committee	3 Services ----- 4 Personnel/ Staff ----- 6 Strategy & Planning ----- 7 Managing Associations ----- 10 Advocacy ----- 14 Networking & Partnerships	3 Build up of service packages to members and non-members. Providing joint services with other professional organisations. Typical needs for service ----- 4 Acquisition of staff, legal structure of contracts with staff (employment, service contracts) ----- 6 Status of social dialogue of a transitional country, potential scenarios of future developments. Pros and cons of different scenarios. Termination of potential partnerships. Involvement of members and partner organisations in the social dialogue process. ----- 7 Management structures of associations. Involvement of members and professional organisations in management. ----- 10 Rules for advocacy and lobbying. Current methods. ----- 14 Joint interest, strategy of networking.	ain.kabal.ak@gmail.com

16	Estonia	EVEA - Estonian Association of SMEs	Altmets	Raivo	CEO	1 Membership ----- 2 Finance & Accounting ----- 4 Personnel/Staff ----- 14 Networking & Partnerships	1 Working with members, membership surveys, representing members ----- 2 Financial management, controlling, reporting systems and analyses, membership fees, effective dunning procedures, working with sponsors ----- 4 BSO HR management, staff recruiting, using volunteers contribution ----- 14 Working with partner organisations, building networks for representing common interests, developing international contacts for finding new business opportunities for the members	raivo.altmets@evea.ee
17	Estonia	EVEA - Estonian Association of SMEs (Reklaam ja Meedia OU)	Tonts	Toomas	Project Manager	8 Marketing ----- 9 PR & Communication	8 Marketing for SMEs, market analysis, defining and building a target audience, its further engagement, defining main objectives, marketing and activity plan ----- 9 Marketing for SMEs, market analysis, building and delivering key messages to a target group, defining communication channels, local awareness, media leverage	toomas.tonts@mast.ee
18	Estonia	EVEA - Estonian Association of SMEs (Reklaam ja Meedia OU)	Tonus	Ulle	Project Manager	8 Marketing ----- 9 PR & Communication	8 Marketing for SMEs, market analysis, defining and building a target audience, its further engagement, defining main objectives, marketing and activity plan ----- 9 Marketing for SMEs, market analysis, building and delivering key messages to a target group, defining communication channels, local awareness, media leverage	ulle.tonus@mast.ee
19	Germany	Bildungswerk der Wirtschaft M-V gGmbH	Carstens-Neubauer	Volker	Project Leader	2 Finance & Accounting ----- 4 Personnel/Staff ----- 6 Strategy & Planning ----- 7 Managing Associations ----- 8 Marketing ----- 11 VET (vocational education and training) ----- 14 Networking & Partnerships	2 Calculation / Controlling ----- 4 Personal Management ----- 6 Change management / Organisation ----- 7 Project Management ----- 8 Marketing ----- 11 Commercial Education ----- 14 Networking in International Business	vcn@achterndieck-nf.de
20	Germany	Bildungswerk der Wirtschaft M-V gGmbH	Zeipelt	Michael	Team Leader, Resort Manager projects vocational education	4 Personnel/Staff ----- 11 VET (vocational education and training)	/	zeipelt@bildungswerk-wirtschaft.de
21	Germany	Bildungswerk der Wirtschaft M-V gGmbH	Usbeck	Judith	Project Leader for a Mentoring Programme	8 Marketing ----- 9 PR & Communication	8 Intercultural Marketing Employer Branding Media Marketing and Management Psychology of Marketing ----- 9 Intercultural Communication Psychology of Communication Crisis Communication Communication in Organizations and Businesses Successful Public Relations	usbeck@bildungswerk-wirtschaft.de
22	Italy	CEIPIEMONTE	Telera	Paola	Assistant Business Development and Fundraising	1 Membership ----- 2 Finance & Accounting ----- 3 Services ----- 7 Managing Associations ----- 14 Networking & Partnerships	1 How to retain members ----- 2 Project financing and fundraising issues ----- 3 Enhancing MSMEs competitiveness: customised market access and business development assistance Project implementation: tenders & grants ----- 7 Vision and mission; understanding clients' and customers' needs, promoting team building ----- 14 Identifying synergies, participating in networks and building operational alliances	paola.telera@centroestero.org

23	Italy	CEIPIEMONTE	Gamba	Annalisa Grazia	Business Development & Fundraising Manager	<p>1 Membership</p> <p>2 Finance & Accounting</p> <p>3 Services</p> <p>5 Regional Development</p> <p>6 Strategy & Planning</p> <p>7 Managing Associations</p> <p>8 Marketing</p> <p>14 Networking & Partnerships</p>	<p>1 Enhancing membership by strengthening the corporate image and being perceived as a reliable business facilitator</p> <p>2 Access to finance: project financing opportunities; Public funding through international donors: European Commission, Development Banks; Private funding: Venture capital and business angels</p> <p>3 Designing and delivering top quality and customised services to MSMEs: the value proposition and unique selling points of the offer; Critical success factors leading to company loyalty in the long run: proactive approach, transparency and accountability, exploitation of results, experience sharing; Strengthening synergies and alliances along the sector value chain; Project engineering</p> <p>5 The territorial dimension of economic development; Internationalisation and innovation: two closely linked concepts; Smart specialisation & cross fertilisation</p> <p>6 Preparing to face the new human, industrial and territorial challenges; How to support the industrial upmarket; How to encourage the new generations of entrepreneurs; How to ensure inclusive development planning</p> <p>7 Define the vision and strengthen the mission; Effective management skills - dealing with: stakeholders, clients, customers, sponsors</p> <p>8 Market access and business development: the twin approach market/sector</p> <p>14 Building strategic alliances and effective partnerships; A deeper dive into partnering: types of partnership, the principles of partnership, trust, mutuality, solidarity, accountability, requirement for an effective partnership, sources of conflicts: how to manage them; A deeper dive into networking: evaluate existing networks and how to relate to existing business goals, determine how to expand and strengthen, evaluate the value they bring and maintain networks over time, and as their roles may change: Clusters & networking models</p>	<p>annalisa.gamba@centroestero.org</p>
24	Italy	Confartigianato Vicenza	De Lotto	Pietro Francesco	General Director	<p>1 Membership</p> <p>3 Services</p> <p>4 Personnel/Staff</p> <p>5 Regional Development</p> <p>6 Strategy & Planning</p> <p>7 Managing Associations</p> <p>8 Marketing</p> <p>10 Advocacy</p> <p>12 Information & Know-How</p> <p>14 Networking & Partnerships</p>	<p>1 Membership acquisition and fidelisation strategies at local and national level</p> <p>3 Innovative and regulated services structuring and promotion</p> <p>4 Selection, hiring and management of staff in a local BSO</p> <p>5 Connections with local authorities and other stakeholders</p> <p>6 Planning and organisation at local and national level</p> <p>7 High-level management of the largest BSO in Italy</p> <p>8 Marketing strategies to acquire members and promote services</p> <p>10 Strategies to defend and promote the interests of SMEs at local, regional and national level</p> <p>12 Exchange of knowhow with other BSOs</p> <p>14 National and international (EU and outside) network of relations</p>	<p>v.cibrario@confartigianatovicenza.it</p>
25	Italy	Confartigianato Vicenza	Rossi	Andrea	Head of Market Strategy and Business Development	<p>1 Membership</p> <p>3 Services</p> <p>6 Strategy & Planning</p> <p>8 Marketing</p> <p>10 Advocacy</p> <p>14 Networking & Partnerships</p>	<p>1 Membership acquisition and fidelisation strategies at local and national level</p> <p>3 Innovative services for internationalisation of SMEs</p> <p>6 Planning and organisation at local and national level</p> <p>8 Marketing strategies to acquire members and promote services</p> <p>10 Strategies to defend and promote the interests of SMEs at local, regional and national level</p> <p>14 National and international (EU and outside) network of relations</p>	<p>a.rossi@confartigianatovicenza.it</p>
26	Italy	Confartigianato Vicenza	Cibrario	Valeria	International Projects' Coordinator	<p>3 Services</p> <p>14 Networking & Partnerships</p>	<p>3 Specific services to support SMEs in having access to EU or other funds to expand their business</p> <p>14 International Development projects as an opportunity to create a wider network to support SME development</p>	<p>v.cibrario@confartigianatovicenza.it</p>

27	Italy	CNA - The National Confederation of Craft sector and SMEs, Tuscan Regional Office	Nencioni	Chiara	Industrial Relations Manager	7 Managing Associations ----- 10 Advocacy	7 Industrial relations ----- 10 Labour law	nencioni@cnaoscana.it
28	Italy	CNA - The National Confederation of Craft Sector and SMEs	Gatto	Barbara	Resp. Environmental Policies DPT	10 Advocacy	10 Environmental Policies Advocacy	b.gatto@cna.it
29	Italy	CNA - The National Confederation of Craft Sector and SMEs	Gil Lopez	Natalia	Resp. Quality Policies	3 Services ----- 10 Advocacy	3 Standards and certification for SMEs ----- 10 SMEs standardisation	lopez@cna.it
30	Italy	CNA - The National Confederation of Craft Sector and SMEs	Cappellini	Claudio	EU Affairs Responsible	10 Advocacy ----- 13 DCFTA related issues	10 EU SMEs policies ----- 13 TTIP - CETA	europa@cna.it
31	Italy	CNA - The National Confederation of Craft Sector and SMEs	Donzi	Pasquale	Managing Director Financial Accounting Services	1 Membership ----- 2 Finance & Accounting ----- 3 Services	1 Planning supporting measures and programs for membership ----- 2 Monitoring information CAN system and budget/services management, administrative compliance for SMEs ----- 3 Management front & back office, client oriented business services, management and business service development	amministrazione@cna.it
32	Italy	CNA - The National Confederation of Craft Sector and SMEs	Franceschini	Antonio	Promotion and International Market Responsible	10 Advocacy ----- 13 DCFTA related issues	10 Internationalisation support policies ----- 13 TTIP - CETA	internazionale@cna.it
33	Italy	CNA - The National Confederation of Craft Sector and SMEs	Trenta	Lucia	Head of Internationalisation Dept. and Head of Industry and Innovation Dept.	1 Membership ----- 5 Regional Development ----- 6 Strategy & Planning ----- 7 Managing Associations ----- 8 Marketing ----- 9 PR & Communication ----- 14 Networking & Partnerships	/	ltrenta@an.cna.it
34	Italy	CNA - The National Confederation of Craft Sector and SMEs	Volpi	Gianluca	Manager	7 Managing Associations ----- 10 Advocacy	7 Managing and organisation of work group, organisation of event and meeting, project management, team building ----- 10 Lobby, industrial relations, external relations, social relations	volpi@cnaoscana.it
35	Latvia	Latvian Chamber of Commerce and Industry	Dzelme	Marcis	Head of Foreign Affairs Division	10 Advocacy ----- 13 DCFTA related issues	/	marcis.dzelme@chamber.lv
36	Latvia	Latvian Chamber of Commerce and Industry	Ābola	Līga	Head of the EU Project Dept.	12 Information & Know-How ----- 14 Networking & Partnerships	12 EU-funded projects: from development till final report EU-funded project report: delivered in time and approved by control EU fund structure Risk management in EU project ----- 14 EU-funded project partner network - development and database Communication between international partners and colleagues during the project time	līga.abola@chamber.lv

37	Lithuania	Kaunas Chamber of Commerce, Industry and Crafts	Aivaras	Knieza	Head of International Relations Department	9 PR & Communication ----- 14 Networking & Partnerships	9 Communication with National and international stakeholders, organisation of promotional campaign, using social networks (Facebook, Twitter, LinkedIn), digital media. Preparation of marketing strategy and planning the activities. 14 Cooperation with twin cities and chambers who have cooperation agreement. Networking and involvement in chamber network. Partner search for project. Cooperation with national and international stakeholders. Organisation and participation in Networking events.	aivaras.knieza@gmail.com
38	Lithuania	Kaunas Chamber of Commerce, Industry and Crafts	Verbyla	Andrius	Chancellor of the Chamber	1 Membership ----- 3 Services ----- 6 Strategy & Planning ----- 14 Networking & Partnerships	1 Attracting members in voluntary membership countries. Motivation system to existing members. 3 Commercial services for businesses. Certificates of origin, Force majeure, documents' identification. 6 Strategy for long period. Plan for short period. Organising services for Chamber with branches. Strategy to impact stakeholders. 14 Twin cities, networking with chamber network. Use projects to build your network.	andrius.berbyla@chamber.lt
39	Lithuania	Siauliai Chamber of Commerce, Industry and Crafts	Jonuskiene	Daiva	Senior Officer of Business Development and Foreign Relations Department	1 Membership ----- 3 Services ----- 8 Marketing ----- 12 Information & Know-How ----- 14 Networking & Partnerships	1 Marketing of members (voluntary membership), work with members 3 Trainings organising, information search and dissemination, consultations in export readiness and participation in international trade fairs, organising of regional Business Exhibition, international conferences, Force Majeure Certificates 8 Marketing of chamber, marketing of members, marketing of exhibition 12 Training in Export Readiness Evaluation, fundamentals of business internationalisation, training in participation in international exhibitions, EU projects implementation 14 Networking and partnership within chambers and other BSOs, local administration authorities	daiva.jonuskiene@chambers.lt
40	Lithuania	Siauliai Chamber of Commerce, Industry and Crafts	Medzidoviene	Inga	Head of Foreign Relations and Business Development Department	1 Membership ----- 3 Services ----- 8 Marketing ----- 9 PR & Communication ----- 14 Networking & Partnerships	1 Marketing of members (voluntary membership), work with members, attracting new members 3 Organising and delivering services to member companies, information search and dissemination, organising of regional Business Exhibition, international conferences, Force Majeure Certificates 8 Marketing of chamber/ Business Women Network web-site/ web-site sections, social networks (Facebook, LinkedIn) 9 Public relations, communication/ knowledge 14 Coordination of Business Women Network, networking with chambers and other BSOs, local administration authorities	inga.medzidoviene@chambers.lt
41	Lithuania	Siauliai Chamber of Commerce, Industry and Crafts	Jonuska	Alfredas	Director General	5 Regional Development ----- 6 Strategy & Planning ----- 10 Advocacy ----- 13 DCFTA related issues ----- 14 Networking & Partnerships	5 Participation of Chambers in related regional structures, committees as economic social partners and ways of making influence 6 Strategy of Chamber with voluntary membership 10 Representing of business interests at regional, national and EU level 13 DCFTA from view of the EU 14 Networking and partnership within Chambers and other BSOs, local administration authorities	alfredas.ionuska@chambers.lt
42	Romania	National Council of Small and Medium Sized Private Enterprises in Romania	Jianu	Mirabela Lavinia	Projects Department Director	1 Membership ----- 5 Regional Development ----- 6 Strategy & Planning ----- 7 Managing Associations ----- 11 VET (vocational education and training) ----- 14 Networking & Partnerships	1 How to attract and maintain members. What kind of services to provide to your members. 5 How to use non-refundable funds for regional development 6 How to design and implement a strategy 7 Management tools for BSOs. How to manage your organisation. 11 How to provide VET services to your members 14 How to develop and maintain relevant partnerships	mirabela.borcoss@smep.ro

43	Romania	National Council of Small and Medium Sized Private Enterprises in Romania	Bara	Oana Mihaela	Projects Department Director	1 Membership ----- 4 Personnel/Staff ----- 5 Regional Development ----- 6 Strategy & Planning ----- 7 Managing Associations ----- 11 VET (vocational education and training) ----- 14 Networking & Partnerships	1 How to attract and maintain members. What kind of services to provide to your members ----- 4 How to maintain, motivate and empower your staff ----- 5 How to use non-refundable funds for regional development ----- 6 How to design and implement a strategy ----- 7 Management tools for BSOs. How to manage your organisation. ----- 11 How to provide VET services to your members ----- 14 How to develop and maintain relevant partnerships	oana.bara@smeprojects.ro
44	Romania	National Council of Small and Medium Sized Private Enterprises in Romania	Nicolescu	Ovidiu	Honorific President	1 Membership ----- 4 Personnel/Staff ----- 5 Regional Development ----- 6 Strategy & Planning ----- 7 Managing Associations ----- 11 VET (vocational education and training) ----- 14 Networking & Partnerships	1 How to attract and maintain members. What kind of services to provide to your members ----- 4 How to maintain, motivate and empower your staff ----- 5 How to use non-refundable funds for regional development ----- 6 How to design and implement a strategy ----- 7 Management tools for BSOs. How to manage your organisation. ----- 11 How to provide VET services to your members ----- 14 How to develop and maintain relevant partnerships	inst.manager@gmail.com
45	Romania	National Council of Small and Medium Sized Private Enterprises in Romania	Corcodel	Stefan-Florin	Project Manager	1 Membership ----- 5 Regional Development ----- 6 Strategy & Planning ----- 7 Managing Associations ----- 11 VET (vocational education and training) ----- 14 Networking & Partnerships	1 How to attract and maintain members. What kind of services to provide to your members. ----- 5 How to use non-refundable funds for regional development ----- 6 How to design and implement a strategy ----- 7 Management tools for BSOs. How to manage your organisation. ----- 11 How to provide VET services to your members ----- 14 How to develop and maintain relevant partnerships	stefan.corcodel@smeprojects.ro
46	Slovakia	Slovak Chamber of Commerce and Industry	Spirova	Marina	Head of Banska Bystrica Regional Chamber	5 Regional Development ----- 12 Information & Know-How ----- 14 Networking & Partnerships	5 Design and implementation of economic and industrial policies, regional innovation strategies, support of regional entrepreneurs, experiences & good practices ----- 12 IPR management, innovation strategies for companies, internationalisation and foreign trade ----- 14 Experience gained from integrating in EU formal and informal networks and partnerships, public-private partnerships, clusters	marina.spirova@sopk.sk
47	Slovakia	Slovak Chamber of Commerce and Industry	Kapusta	Matej	Manager for International Relations and Foreign Trade	5 Regional Development ----- 12 Information & Know-How ----- 14 Networking & Partnerships	5 Implementation of regional economic and industrial policies, support of regional entrepreneurs, experiences & good practices ----- 12 Internationalisation and foreign trade ----- 14 Experience gained from integrating in EU formal and informal networks and partnerships, public-private partnerships, clusters	matej.kapusta@sopk.sk
48	Slovakia	Slovak Chamber of Commerce and Industry Trencin Regional Chamber	Helbich	Jan	Senior International Consultant	5 Regional Development ----- 6 Strategy & Planning ----- 11 VET (vocational education and training)	5 Regional development systems and approaches. Capacities in regional development. Active role of a BSO in a regional development. ----- 6 Strategic planning of programmes and projects. How to design a successful project. Strategy and planning in a BSO. Elaboration of planning documents and action plans. Measurable indicators. Evaluation of strategies and plans. Project cycle management. ----- 11 VET systems best practices. Labour market needs analysis. VET curricula meeting labour market needs. Cooperation among VET schools and BSOs/enterprises. Tracer study mechanism.	jan.helbich@erudio.sk
49	Slovakia	Slovak Chamber of Commerce and Industry Trencin Regional Chamber	Vaclav	Jan	Director	1 Membership ----- 11 VET (vocational education and training) ----- 14 Networking & Partnerships	1 Identification of new services and adaptation to existing services relevant for success in new market ----- 11 Support of cooperation between VET and employers in order to manage VET fits to needs of market ----- 14 Networking & partnership of organisations and institutions influencing corporate sector	vaclav@sopk.sk

50	Slovakia	Slovak Chamber of Commerce and Industry Trecin Regional Chamber	Miskovicova	Andrea	Junior International Consultant	5 Regional Development ----- 8 Marketing ----- 14 Networking & Partnerships	5 Regional development systems and approaches. Capacities in regional development. Active role of a BSO in a regional development. ----- 8 Marketing of regions Marketing of regional partnerships Marketing oriented design of a web portal ----- 14 Networking and partnerships among BSOs/enterprises and regional stakeholders. International networking.	andrea.miskovicova@erudio.sk
51	Slovakia	Slovak Chamber of Commerce and Industry Trecin Regional Chamber	Zovincova	Lubica	Director Deputy	1 Membership ----- 11 VET (vocational education and training) ----- 14 Networking & Partnerships	1 Identification of new services and adaptation to existing services relevant for success in new market ----- 11 Support of cooperation between VET and employers in order to manage VET fits to needs of market ----- 14 Networking & partnership of organisations and institutions influencing corporate sector	zovincova@sopk.sk
52	Spain	Chamber of Commerce of Seville	Cuesta Perez	Javier	Project Manager	1 Membership ----- 3 Services ----- 6 Strategy & Planning ----- 9 PR & Communication ----- 10 Advocacy ----- 14 Networking & Partnerships	1 Membership fidelity ----- 3 Business support services ----- 6 Internationalisation of SMEs ----- 9 Institutional relations ----- 10 Law specialist for international projects ----- 14 EU funding projects	javier.cuesta@camaradesevilla.com
53	Spain	Chamber of Commerce of Seville	Montoya	Manuel	Senior Consulter	1 Membership ----- 3 Services ----- 4 Personnel/Staff ----- 5 Regional Development ----- 6 Strategy & Planning ----- 8 Marketing ----- 11 VET (vocational education and training) ----- 14 Networking & Partnerships	1 Good practices in membership fidelity ----- 3 Entrepreneurship topics (advisory, business incubators, education...) Internationalisation of SMEs ----- 4 Team leadership ----- 5 Collaborative (society, academic and business) economic development Tourism sector Agro-industry sector Energy sector ----- 6 Canvas analysis Business expansion advisory Business innovation Executive coaching ----- 8 Institutional marketing ----- 11 Entrepreneurship subjects in education ----- 14 EU funding projects	manuel.montoya@camaradesevilla.com
54	Spain	Chamber of Commerce of Seville	Morales Mata	Pablo	Head Coordinator International Projects	1 Membership ----- 3 Services ----- 4 Personnel/Staff ----- 5 Regional Development ----- 6 Strategy & Planning ----- 9 PR & Communication ----- 11 VET (vocational education and training) ----- 14 Networking & Partnerships	1 Membership fidelity ----- 3 Business support services ----- 4 Team leadership ----- 5 Regional policy implementation ----- 6 Internationalisation of SMEs ----- 9 Institutional relations ----- 11 Mobility programmes ----- 14 EU funding projects International cooperation International consortium management	pablo.morales@camaradesevilla.com

55	Spain	Chamber of Commerce of Seville	Flores Morales	Eduardo	International Department Director	1 Membership ----- 3 Services ----- 4 Personnel/Staff ----- 5 Regional Development ----- 6 Strategy & Planning ----- 8 Marketing ----- 11 VET (vocational education and training) ----- 14 Networking & Partnerships	1 Design and management programmes to recruit new members Good practices in membership fidelity ----- 3 Internationalisation of SMEs ----- 4 Team leadership ----- 5 Agro-industry sector development ----- 6 Export Plans ----- 8 Institutional marketing ----- 11 Management of training center ----- 14 EU funding projects	eduardo.flores@camara-desevilla.com
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