



| Country | BSO | Family name | First Name | Position | Intervention area | Specific subject (s) | E-mail | |
|---------|---------|--|--------------|----------------|--|---|--|--|
| 1 | Austria | Economic Chamber of Commerce Tirol/Austria | Putzer | Christian | Chapter President of Management Consultants in Tyrol/Austria | <p>1. Membership</p> <p>3. Services</p> <p>6. Strategy & Planning</p> <p>7. Managig Associations</p> <p>8. Marketing</p> <p>9. PR & Communication</p> <p>10. Advocacy</p> <p>14. Networkings & Partnerships</p> | <p>1. Member acquisitions, develop and implement membership programs, membership fee development, CRM of members in BSO</p> <p>3. Develop services for BSO e.g. start-up consulting programs, develop and implement motivation programs for female entrepreneurs, business succession programs, export consulting programs, organize and execute fairs and exhibitions for BMO's, organize and execute domestic and international study tours to other BSO's. Develop and implement events, seminars, advice BSO-management, Set up, organize, implement consultants certification programs, set-up, organize and implement international certification programs e.g. www.incite.at or www.constantinus.net</p> <p>6. Market research among BSO-members to gain needs and wishes of members. Based on that develop strategic workshops for top-level, and mid-level management, to develop strategies for BMO/BSO, including planning and implementation activities, communication and PR strategies.</p> <p>7. Institutional Building of Associations based on concept: "Strucutre follows strategy". Budgeting and planning, implementation of 3-year-plans and yearly programs. Cooperation between different associations. Setting up sponsoring agreements, evaluation of agreements and recruiting of sponsors.</p> <p>8. Market research, Development of products and services for members and associations, BMO/BSO's and sponsors. Develop and implement strategies for pricing of services and products, searching appropriate sales channels for distribution of products & services among members, different BMO/BSO's and sponsorship programs.</p> <p>9. Setting up of communication and PRstrategies for associations, press conferences, press conferences, cooperations with press/media, setting up and execute mediaplanning including budgeting, evaluation of press media campaigns.</p> <p>10. Setting up realistic targets for advocacy with members and BSO-management, develop plans and implementation strategies combined with advocacy of decision makers in politics, economics and high-level officers in ministries which are drafting laws.</p> <p>14. Developing and organizing networking programs for BSO's and their members, exchange view in different approaches e.g. platform discussions, events, presentations with top-level speakers, also including informal after-event meetings for exchanging opinions and needs of partners in BSO/BMO.</p> | chris@cpmc.at |
| 2 | Belgium | AWEX (Wallonia Export-Investment Agency) | Gagné | Stéphane | Chief Strategy Manager | <p>5. Regional Development</p> <p>6. Strategy & Planning</p> | <p>5. Development of regional business networks and clusters</p> <p>6. Planning and evaluation of measures to promote exports of SMEs and attract foreign investors</p> | s.gagne@awex.be |
| 3 | Belgium | Federation of Belgian Chambers of Commerce | Van Gulck | Wouter | General Manager | <p>1 Membership</p> <p>3 Services</p> <p>4 Personnel/Staff</p> <p>6 Strategy & Planning</p> <p>7 Managing Associations</p> | <p>1 Value propositions for members Accreditation of chambers</p> <p>3 Export documents (certificates of origin, electronic certificates of origin, ATA carnets)</p> <p>4 HR management (job descriptions, motivation, evaluation, competence building, remuneration policy)</p> <p>6 Business plans, business models, strategy development, integration of corporate social responsibility, business score cards and KPIs</p> <p>7 HR management, financial management, quality management, membership management</p> | wvangulck@belgianchambers.be |
| 4 | Belgium | UEAPME | Hendrickx | Luc | Director Enterprise Policy and External Relations | <p>1 Membership</p> <p>3 Services</p> <p>10 Advocacy</p> | / | l.hendrickx@ueapme.com |
| 5 | Belgium | UEAPME | Grohmann | Dieter Michael | Director Communication & Media | <p>1 Membership</p> <p>6 Strategy & Planning</p> <p>7 Managing Associations</p> <p>8 Marketing</p> <p>9 PR & Communication</p> <p>10 Advocacy</p> <p>14 Networking & Partnerships</p> | <p>1 Forms of membership, connected right and obligations, member relations, trust building, etc</p> <p>6 How to set up a swot-analysis, define positions and step stones to reach, control instruments</p> <p>7 General assemblies, board, working groups, financial controlling, member relations, trust building, etc.</p> <p>8 Identifying target groups, profile needs, adapt services/products to targets etc.</p> <p>9 Talking to whom, when, where, monitoring results, adjusting, out of the box (unconventional approaches)</p> <p>10 Project management of lobbying and advocating topics (whom to approach, when, how, confidentiality, trust, black operations)</p> <p>14 How to approach networks, entering partnerships (contractual, institutional and habitual)</p> | d.grohmann@ueapme.com |
| 6 | Belgium | Voka - Chamber of Commerce and Industry Antwerp - Waasland | Van Looveren | Luc | Senior Advisor EU Relations | <p>12 Information & Know-How</p> <p>13 DCFFTA related issues</p> <p>14 Networking & Partnerships</p> | <p>12 Broad spectre of info related to doing business with the EU</p> <p>13 EU import rules and product legislation</p> <p>14 Organisation of learning networks, e.g. Business Clubs for exporters/importers</p> | luc.vanlooveren@voka.be |

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|----|---------|---|--------------|---------|--|--|---|--|
| 7 | Belgium | Voka – Mechelen Chamber of Commerce & Industry | Van Bouwelen | Petra | Manager International Business & Sales | <p>1 Membership</p> <p>3 Services</p> <p>4 Personnel/Staff</p> <p>6 Strategy & Planning</p> <p>7 Managing Associations</p> <p>8 Marketing</p> <p>12 Information & Know-How</p> <p>14 Networking & Partnerships</p> | <p>1 Segmentation; Marketing approach; Sales pitch; Retention</p> <p>3 Organizing all type of training (thematic and geographical = how to tackle foreign markets); International consultancy; Setting up partnerships; Concepts to attract investors; Concepts to improve international trade; Setting up B2B meetings with foreign delegations; Organizing and leading network or B2B missions to Hungary, Ireland, China, Vietnam</p> <p>4 Coaching Evaluation interviews and performance appraisals</p> <p>6 Business plans; Business models; Strategy development; Monitoring via dash boards and KPIs</p> <p>7 Content management, financial management and quality management both for the sales and international department</p> <p>8 Both for the sales department as well as for the international department</p> <p>12 Improving and increasing my know how by various trainings, conferences and events</p> <p>14 Networking by attending and organizing various conferences and events (internal and external); Partnerships: national and international with consultants, trade and investment agencies, governments, Federations of industry</p> | petra.van.bouwelen@voka.be |
| 8 | Belgium | EU Ukraine Business Council aisbl | Wilson | James | Director | <p>5 Regional Development</p> <p>6 Strategy & Planning</p> <p>9 PR & Communication</p> <p>10 Advocacy</p> <p>13 DCFTA related issues</p> <p>14 Networking & Partnerships</p> | <p>5 Investment promotion</p> <p>6 Representation in Brussels</p> <p>9 Strategic communications and media relations</p> <p>10 Lobbying</p> <p>13 Market access</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>6 Strategy & Planning</p> <p>8 Marketing</p> <p>9 PR & Communication</p> <p>10 Advocacy</p> <p>13 DCFTA related issues</p> <p>14 Networking & Partnerships</p> | / | james@euubc.com |
| 10 | Estonia | Estonian Chamber of Commerce and Industry (Pärnu Reg. Office) | Kuuda | Toomas | Head of Pärnu Regional Office of Estonian Chamber of Commerce and Industry | <p>1. Membership</p> <p>3. Services</p> <p>5. Regional Development</p> <p>8. Marketing</p> | <p>1. Why to become a member of a BSO, benefits for members; work with members, how to get and hold them; services and activities for members; engagement of members in designing of economic policies.</p> <p>3. Portfolio of services in a BSO on example of the Estonian CCI - 10 different service groups. Designing of services on the basis of members' needs.</p> <p>5. Importance of regional policy; different fields of regional regulations. Designing of regional development strategy. Regional business plan - cooperation of companies, public sector and science institutions (Triple Helix).</p> <p>8. Communication and public relations of a BSO. Methods of marketing, different channels and target groups. Marketing strategy of a BSO.</p> | parnu@koda.ee |
| 11 | Estonia | EVEA - Estonian Association of SMEs | Kaas | Marina | Vice-President | <p>1 Membership</p> <p>2 Finance & Accounting</p> <p>3 Services</p> <p>6 Strategy & Planning</p> <p>10 Advocacy</p> | <p>1 Recruitment techniques, working with members, retaining existing members, membership surveys and how to use them for keeping and attracting members</p> <p>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</p> <p>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</p> <p>6 Developing and updating of a strategic plan, action plan and other planning tools of a BSO</p> <p>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</p> | marina@datanet.ee |
| 12 | Estonia | EVEA - Estonian Association of SMEs/ Kermon OU | Kracht | Kersti | President/ Chairman of the board | <p>1 Membership</p> <p>10 Advocacy</p> <p>14 Networking & Partnerships</p> | <p>1 Recruitment of new members, retention of existing members</p> <p>10 Dialogue between government and entrepreneurs, consulting and expertise of new law legislation</p> <p>14 Partnerships between Estonian, Finnish, German, etc. Networking management between different entrepreneur- and tax associations in Estonia</p> | kersti@kermon.ee |

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|----|---------|---|-------------------|-----------------|---|--|--|--|
| 13 | 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 |
| 14 | 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 |
| 15 | 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 |
| 16 | Georgia | Deutsche Wirtschaftsvereinigung (DWV) | Regner | Oliver | Managing Director | 1 Membership ----- 3 Services | 1 Support, retention ----- 3 All services of the world-wide AHK-network, services of the national IHK-network; also experienced in service portfolio of a "buying syndicate" to its members | oliver.regner@georgien.ahk.de |
| 17 | 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@achterdieck-nf.de |
| 18 | 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 |
| 19 | Italy | CEIPIEMONTE | Gamba | Annalisa Grazia | Business Development & Fundraising Manager | 1 Membership ----- 2 Finance & Accounting ----- 3 Services ----- 5 Regional Development ----- 6 Strategy & Planning ----- 7 Managing Associations ----- 8 Marketing ----- 14 Networking & Partnerships | 1 Enhancing membership by strengthening the corporate image and being perceived as a reliable business facilitator ----- 2 Access to finance: project financing opportunities; Public funding through international donors; European Commission, Development Banks; Private funding; Venture capital and business angels ----- 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 ----- 5 The territorial dimension of economic development; Internationalisation and innovation: two closely linked concepts; Smart specialisation & cross fertilisation ----- 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 ----- 7 Define the vision and strengthen the mission; Effective management skills - dealing with: stakeholders, clients, customers, sponsors ----- 8 Market access and business development: the twin approach market/sector ----- 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 | annalisa.gamba@centroestero.org |

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| 20 | Italy | Formaper | Calugi | Roberto | Director General | 5 Regional Development ----- 6 Strategy & Planning ----- 7 Managing Associations ----- 8 Marketing ----- 9 PR & Communication ----- 14 Networking & Partnerships | / | formaper.dir@mi.camcom.it |
| 21 | Italy | Formaper | Badalamenti | Andrea | Project Manager | 3 Services | / | andrea.badalamenti@mi.camcom.it |
| 22 | Italy | Formaper | Nogaeva | Olga | Project Manager | 3 Services | / | olga.nogaeva@mi.camcom.it |
| 23 | Italy | Formaper | De Paula | Francesca | Project Manager | 3 Services | / | formaper.int3@mi.camcom.it |
| 24 | 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 |
| 25 | 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 |
| 26 | 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 |
| 27 | 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 |
| 28 | 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 | / | trenta@an.cna.it |
| 29 | 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 |
| 30 | Italy | CNA Abruzzo | Mirabilio | Mirco | Manager of Networking and Internationalisation of Enterprises | 3 Services ----- 5 Regional Development ----- 14 Networking & Partnerships | 3 Services for enterprises: transfer best practice (in 2004, CAN transferred a methodology and model of the Enterprises Service of the craft sector and SMEs to Link association in Bosnia) - topic: access to credit, Business Plan (today Business Model Canvas), training, internationalisation, innovation, networking of the enterprises ----- 5 Transferring the policy of regional development linked to enterprises, policy of aggregation, transmission of enterprises (mortality and StartUp), new kind of relation: coworking/fablab, enterprises Structural Fund, S3 ----- 14 Set up a network of enterprises, contract of networking, Ethical Code, enterprises strategic plan, best practices, TBN Transnational Business Network, agreement draft | m.mirabilio@cnaabruzzo.it |
| 31 | Latvia | Latvian Chamber of Commerce and Industry | Dzelme | Marcis | Head of Foreign Affairs Division | 10 Advocacy ----- 13 DCFTA related issues | / | marcis.dzelme@chamber.lv |

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| 32 | 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.jonuska@chamber.s.lt |
| 33 | 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@chamber.s.lt |
| 34 | 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 |
| 35 | 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 |
| 36 | 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 |
| 37 | 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 | / | mirabela.borcos@smeprojects.ro |
| 38 | 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 ----- 1 Managing Associations ----- 11 VET (vocational education and training) ----- 14 Networking & Partnerships | / | ana.bara@smeprojects.ro |
| 39 | Romania | National Council of Small and Medium Sized Private Enterprises in Romania | Nicolescu | Ovidiu | Honorary President | 1 Membership ----- 4 Personnel/Staff ----- 5 Regional Development | / | inst.manager@gmail.com |

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| 40 | Slovakia | Slovak Chamber of Commerce and Industry Trecin 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 |
| 41 | Slovakia | Slovak Chamber of Commerce and Industry Trecin 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 |
| 42 | 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 |
| 43 | Spain | Children's fashion Europe (CFE) | Loras | Francisco | Managing Director | 3 Services 5 Regional Development 6 Strategy & Planning 14 Networking & Partnerships | 3 Innovation services 5 Regional strategies Local development 6 Strategic planning 14 Strategic partnership | floras@iepinfo.eu |
| 44 | 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 |