



***Chamber Management and Administration; and
Membership Recruitment***



**Project: Funded by the European Union
Implemented by: European Economic Chamber (EEC) – Nepal**

**Report on the four-day seminar for Intermediary Business Organizations in
Nepal,**

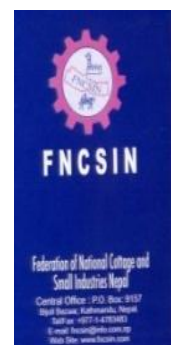
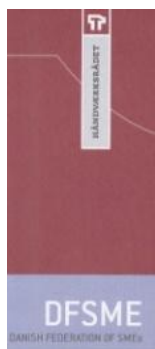
**First 2 days for Executive Members (September 3 & 4, 2008)
Second 2 days for Secretariat Staff (September 5 & 6, 2008)**

Conducted by Peter Bishop, Deputy CEO, London Chamber of Commerce

**Venue
Baglung, Hotel Peace Palace
Organized by: Baglung Chamber of Commerce and Industry**

Partnership Composition

The Danish Federation of Small and Medium-Sized Enterprises (DFSME),
Denmark
London Chamber of Commerce and Industry (LCCI), Great Britain
Federation of National Cottage and Small Industries Nepal (FNCSIN), Nepal



Activity Report: 1.1.2 "Chamber Management and Administration; and Membership Recruitment"

Venue: Baglung, Hotel Peace Palace

Date: September 2-6, 2008

Course objectives:

- **to learn how to run IBO/CCIs more effectively**
- **share experiences and best practice**

Programme Proceedings

1. A walk round a Chamber of Commerce – video with interactive discussion

- The London Chamber of Commerce building
- Visitors to the Chamber
- The Operations Group
- Reception and Members' Lounge
- Membership – sales and recruitment (member relationship team)
- Chamber Events
- Sponsorship
- Policy, Press and Lobbying
- World Trade
- Information and Enterprise Europe Network
- Publications
- Marketing
- Export Documents
- Facilities e.g. mailroom, IT, HR
- Finance
- Room hire
- Branches

2. The functions of a Chamber or Intermediary Business Organisation

Structure

- Public or private law status – chambers around the world
- Focus on private law status of chambers and IBOs
- Constitution: articles, by-laws and annual general meetings
- Structure: board, council, committees, management and staff – what they do and how they work together
- Corporate plan and business plan

Membership

- Membership recruitment and retention
- **Recruitment**
- Segmenting the membership
- Pricing subscriptions by turnover or headcount
- The member catchment area
- Forming the sales proposition: why companies should join/why they want to join; defining the benefits
- Sales team: appointing, managing, incentivising and motivating
- Promotion: literature, special offers, membership campaigns and other sales tools
- **Discussion/exercise on member recruitment**

- **Retention**
- Member relations
- Committees and special interest groups
- Communications (e.g. literature, new member days, website)
- Client management system and data records
- Recognition and reward
- ***Discussion/exercise on member retention***

Day 2

Services for members (and others)

- Networking – events, B2B on-line, introductions
- Events in general – breakfasts, dinners, lunches, seminars, workshops, conferences, lectures, awards
- Information provision: hard copy, on-line, library, question-answering, problem-solving, business advice, newsheets / factsheets
- International trade facilitation e.g. documentation, customs and regulations, helping members to export and import
- International trade promotion e.g. events, exhibitions, trade missions, hosting of foreign delegations
- Special services for members
- Pricing your services
- Introducing new services

Supporting business and members

- Campaigns and lobbying
- Understanding members' views
- Doing research
- Media relations
- Relations with government
- Working with Chambers and IBOs – regionally and nationally
- Overseas relations and tapping into the worldwide chamber network
- Capturing what members think of you

Managing and financing the operation

- Staff and HR
- Premises
- IT
- **Organising the finances**
- Management
- Income
- Sponsorship
- Costs
- Budget
- Report and accounts

3. Open Forum and Q & A

- The experience in Nepal
- Discussion period
- Follow-up

Program Schedule for Activity 1.1.2

Date and Time	Program Details	Remarks
Monday, September 1, 08	Mr. Peter Bishop's arrival in Kathmandu	
Tuesday, September 2, 08	Mr. Peter Bishop, Mr. Sagar Nepal and Ms. Kamini Chand leave Kathmandu for Baglung	
Wednesday, September 3, 08	Workshop with 15 IBOs represented by 1 Executive Member from each IBO	Advisory Committee Meeting
Thursday, September 4, 08	Workshop with 15 IBOs represented by 1 Secretariat staff	
Friday, September 5, 08	Workshop with 15 IBOs represented by 1 Secretariat staff	
Saturday, September 6, 08	Workshop with 15 IBOs represented by 1 Executive Member from each IBO	The project target IBOs of our project at the respectable districts will be responsible for the program with our supervision.
Sunday, September 7, 08	Departure for Pokhara	

ECIBON PROJECT
Funded by: European Union
Asia-Invest II Programme

Registration Form

Activity: 1.1.2 "Chamber Management and Administration" and "Membership Recruitment"

Conducted by Mr. Peter Bishop (LCCI)

September 3 and 4, 2008

Sn	Name	Organization	Position
1	Mr. Gopi P. Dhungana	Nepal Coffee Producers Association	Executive Member
2	Mr. Surendra Dhakal	Nepal Carpet Exporters Association	Executive Member
3	Mr. Arun Chettri	Floriculture Association Nepal	Executive Member
4	Mr. Azaj Alam	Rupandehi Industry Association	Executive Member
5	Mr. Chaitya Ratna Shakya	Lalitpur Handicraft Association	Executive Member
6	Mr. Dhruba Raj Gautam	Baglung CCI	Executive Member
7	Mr. Ashok Kumar Karmacharya	Nepalgung CCI	Executive Member
8	Mr. Tanka Prasad Dulal	Itahari CCI	Executive Member
9	Mr. Sharan Utsuk Sapkota	Nuwakot CCI	Executive Member
10	Mr. Gobinda Balab Badu	Darchula CCI	Executive Member
11	Mr. Hira Bdr Pradhan	FNCSIN Kathmandu	Executive Member
12	Mr. Bishow Ram Duwal	FNCSIN Bhaktapur	Executive Member
13	Mr. Mohan B. Katuwal	FNCSIN Makawanpur	Executive Member
14	Mr. Santa Bikram Baniya	FNCSIN Dhading	Executive Member
15	Mr. Santa Krishna Shrestha	FNCSIN Dolkha	Executive Member
16	Mr. Peter Bishop	Trainer	LCCI
17	Mr. Pravakar Bickram Rana	Project Manager	ECIBON
18	Mr. Sagar Nepal	Administration and Finance Officer	ECIBON
19	Ms. Kamini Chand	Project Officer	ECIBON

September 5 and 6, 2008

Sn	Name	Organization	Position
1	Mr. Shyam P. Bhandari	Nepal Coffee Producers Association	Secretariat Staff
2	-	Nepal Carpet Exporters Association	Secretariat Staff
3	Mr. J.B. Tamang	Floriculture Association Nepal	Secretariat Staff
4	Mr. Tika Ram Sharma	Rupandehi Industry Association	Secretariat Staff
5	Ms. Sapana Maharjan	Lalitpur Handicraft Association	Secretariat Staff
6	Mr. Nil Bahadur KC	Baglung CCI	Secretariat Staff
7	Mr. Bikal Kumar Shreshta	Nepalgung CCI	Secretariat Staff
8	Mr. Nobindra Katwal	Itahari CCI	Secretariat Staff
9	Mr. Basant Rijal	Nuwakot CCI	Secretariat Staff
10	-	Darchula CCI	Secretariat Staff
11	Ms. Sulochana Rajbhandari	FNCSIN Kathmandu	Secretariat Staff
12	Ms. Ranjana Khichaju	FNCSIN Bhaktapur	Secretariat Staff
13	Ms. Hari Saran Gautam	FNCSIN Makawanpur	Secretariat Staff
14	Mr. Ramesh Adhikari	FNCSIN Dhading	Secretariat Staff
15	Ms. Indra lal Shreshta	FNCSIN Dolkha	Secretariat Staff
16.	Mr. Peter Bishop	LCCI	Trainer
17.	Mr. Pravakar Bickram Rana	Project Manager	ECIBON
18.	Mr. Sagar Nepal	Finance and Administration Officer	ECIBON Project
19.	Ms. Kamini Chand	Project Officer	ECIBON project

Activity 1.1.2 "Chamber Management and Membership Recruitment" as scheduled in Plan of Action, started on September 3, 2008 in Baglung with the support of **Baglung Chamber of Commerce and Industry**. The first two day training was designed to suit the needs of the Executive Members of the 15 IBOs, ECIBON project beneficiaries. The second phase, as in the seminars before, was prepared keeping in mind the Secretariat Staff of the 15 project beneficiaries.

Chamber Management and Membership Recruitment being an integral part of running a Chamber, was a subject of interest to all participants.

The first two day Seminar for the Executive Members Of 15 IBO's

Day 1

Session 1

A welcome note from the Project Manager, Pravakar Rana and Peter Bishop kick started the program. A 45 minute documentary on the London chamber of Commerce and Industry, prepared by Peter Bishop set in motion beginning of the first two day seminar. 45 minute video demonstrated the functioning of the Chamber with clarity on Chamber Management /delegation of authority. The documentary started with Peter highlighting the location (the importance of an excellent office premise), followed by interviews with related persons on how each division worked to fulfil its goal.

The participants were eager to learn about London Chamber and areas that seemed to be of importance and could be emulated e.g. Reception and Members' Lounge, Membership – sales, recruitment and retention, Chamber Events.

Next, the participants were divided into three groups and were requested to share their experiences on being affiliated with the ECIBON project. Delegates mentioned information received from the seminars has been of immense help to their members.

Session 2

After lunch, for the next Session Peter focused on the structures of a chamber, public/private law status, constitution and business and corporate plans.

With the help of slides, the delegates learnt from Peter the Marseilles Chamber is the oldest chamber in the world (est. in 1699), the oldest chamber in Nepal is Birgunj Chamber est. in 1947. Similarly the delegates shared the dates of establishment of their respective IBOs. Peter also mentioned that London Chamber of Commerce was established in 1881.

Discussions were held on the varied structures of a Chamber of Commerce. Moving on to the legal status of a Chamber, Chamber of Commerce could have a public law status of a private law status; constitution, articles, bye- laws and meetings, are the binding factor of a chamber. IBOs must follow the legal details; this would provide a strong base for effective functioning of a chamber.

Corporate plan and business plan

Peter asked all delegates if their respective Chambers prepared business plans. Most of the IBOs did make business plans yearly. Business plans and corporate plans are important as they help set targets to be achieved and also make aware on our areas of immediate attention. Through samples of Business and Corporate plans of an Australian company (which Peter had bought as a sample for the seminar) Peter shared with the delegates, format on how to prepare a business plan. Discussions were held on who prepared the Business plans, whether members and staff worked on it together or just the members were responsible for preparing a Business plan. Rupandehi Industrial Association, Nuwakot CCI, Nepal Coffee Producers Association, Itahari CCI said they made yearly Business plans. Baglung CCI said they prepared a five year plan which they were able to share with Peter, which he said was well made.

After a short tea break the delegates were ready for a discussion on an important and interesting topic, **Membership recruitment and retention**. Peter stressed on the importance of Membership recruitment and retention, mentioning the various programmes/events they hold each year for their members. An entrepreneur becomes a member of a chamber of commerce on the basis of the services he receives from a Chamber; stress must be given on the services provided to all members. For example, the London chamber hosts events to help members increase their network, the reception and members lounge provided the members a meeting room with free internet service and refreshments provided upon order at minimal price. After an hours discussion the session concluded for the day.

Membership Recruitment

Peter highlighted on various points that need to be kept in mind for recruitment of members such as the number of members, the services that a chamber can provide, fees and the catchment area. Peter explained what a catchment area was with the means of a slide of the London chamber's catchment area. Discussions were held on membership count and fees. The delegates were keen to know the pattern in which the London Chamber has determined the membership fees. Mr. Shanta Krishna Shrestha from FNCSIN, Dolkha asked Peter "What is the Membership increase per

year of LCCI?" Peter answered; it depends on the target they fix yearly, also keeping in mind the members that become non-members due to various reasons.

Retention

Membership retention is essential part of Chamber Management. With examples Peter was able to explain the significance of retaining members with examples of LCCI services such as effective communication (internet a vital means of communications), information dissemination help retain members.

Day 2

The first session after breakfast on the second day Peter wanted to inform all the participants about the importers list that he and his colleagues had put together, the list had been forwarded to the European Economic Chamber, a session on effective correspondence would be important in order help create business links between Nepal and Europe. Peter informed the Executive members that the secretariat staff would be receive the needed help in this area during the next two day seminar.

This was followed by a group work. The delegates were once again divided into two groups; each group had to answer one of the two questions:

- 1) What services does your IBO offer?
- 2) What companies want or what are companies looking for?

Answer to Question 1:

- a) Consultancy/Business counselling
- b) Recommendations
- c) Business training/Seminars
- d) Information Dissemination/Provision
- e) Organising Domestic/International trade Fairs
- f) Export Assistance
- g) Specialist Service (eg Baglung chamber –Pan card)
- h) Lobbying (Policy/procedures)
- i) Members Meeting lounge

Answers to Question 2:

- a) Business counselling/Information
- b) Trainings
- c) Marketing Information (Research) and Techniques
- d) Business Development
- e) Lobbying

After the two groups had finished their answering the two questions they were asked to **fill in the gap between the two questions**. In general the groups were able to mention the important services provided and what companies are looking for. This exercise made clear to all the delegates the functions of a Chamber. He asked a question to all "Who would your members want to listen to?". George Bush, Mukesh Ambani came the answers. The members are interested in increasing their network and capital so it is necessary to invite someone suitable for the event.

Mr. Surendra Dhakal from Nepal Carpet Exporters Association (NCEA) mentioned that he had helped to make a small members lounge at NCEA for the members. All delegates were eager to learn and share with Peter as membership recruitment and retention is crucial to the sustainability of a chamber.

Moving ahead Peter shared the various services they provided to their members, through samples of leaflets, brochure and booklets he had bought along for the Seminar. The delegates took time to flip through the materials and requested to have

copies of the samples they felt would be of use to their IBO. We were able to make copies and provide them the photocopies during the programme.

Most Chambers in Nepal are not specialised in undertaking multiple services for their members unlike the LCCI which a long list of services they have been providing to their members. Some of the services provided by LCCI are:

- Networking – events, B2B on-line, introductions
- Events in general – breakfasts, dinners, lunches, seminars, workshops, conferences, lectures, awards
- Information provision: hard copy, on-line, library, question-answering, problem-solving, business advice, newsheets/factsheets
- International trade facilitation e.g. documentation, customs and regulations, helping members to export and import
- International trade promotion e.g. events, exhibitions, trade missions, hosting of foreign delegations
- Special services for members
- Pricing your services
- Introducing new services

The last session was on Managing and Financing Operations. Discussions led to a point of agreement where all IBO members agreed upon the fact that staff salary and the rent of the office premises were their highest expense. Peter told them that it was necessary to recruit qualified and efficient staff to carry out the services for progress of the Chambers.

A group exercise on the White board, Peter made columns for sources income and expenditure. Most Ibo's said their sources of income included trainings, membership fees, special services (eg, Pan card/Certificate of Origin etc.) and Trade Fairs. As mentioned earlier their major expenditure was staff salary and premises. Each Ibo made yearly budget plans. Accounts and reports were prepared yearly. Peter shared on LCCI prepared its reports, ending the two day seminar with discussion and a thank you note from Peter.

The second two day Seminar for the Secretariat staff Of 15 IBOs

The second two day Seminar was similar to the first two seminars. With the Secretariat staff a special session was added on **effective communication** with importers. Peter and his colleagues had put together a list of importers and sent to us but this had not been disseminated to the Ibo's upon request on a suitable time for dissemination. The Secretariat staffs were informed on how to write a appropriate letter to possible importers of products selected by the IBOs as potential export products from Nepal. With further discussions on the Nepal Fair which was to be held in London at the end of September.

Conclusion:

Chambers of Commerce and Industry through out the world generally share a common mission, which is ... to promote, develop and further the economic well-being of member organizations by providing

- A collective voice in advocacy to represent and protect members' interests.
- Quality services to help members enhance their competitiveness and succeed in their businesses thereby contributing significantly to the economic progress of the nation.
- Further develop and strengthen economic, commercial and trade interactions,

- Act as an effective and reliable mediator who would disseminate up to date and pertinent information and undertake various promotional activities to publicize economic and business opportunities.
- Utilize diverse skills, expertise, experiences of the members in harnessing human and natural resources,
- Introduce new technology, new innovation for improving competence of member business establishments and also for increasing quality standards of products and services.
- Work to improve important relevant national and international issues such as improving quality of public health and education standards, safer environment, sustainable development, poverty alleviation, improvement of status of women and children, human rights etc.
- Conduct related workshop / seminars on a regular basis
- Capacity building of the workforce, entrepreneurs and civil society in the context of globalization and liberalization
- Arrange business delegation

To achieve their mission, Chambers of Commerce and Industry have on their agenda, a broad range of functions and services. These include ...

- representation
- networking
- information services
- business and trade development
- training and consultancy services
- membership development
- special export promotion services, etc.

The aim of the seminar was to provide chamber staff and Board Members with a practical compendium that they could use for all chamber operations.

The participants got an insight into the administrative machinery of chambers, problems that occur in running a chamber, and recommendations of how to solve them.

Mr. Peter Bishop highlighted the role and functions of chambers and if careful planning is done he explained how mission and agenda of the chamber can be achieved.

Mr. Peter Bishop conducted the program on his profound three decades of experience in chamber management. His style and the layout that he chose to conduct the program were awesome.