



EuroConference

Taking your association to the next level

SOFITEL BRUSSELS EUROPE 28 February 2007

The 7th Annual EuroConference
is organised by





OPERATING GLOBALLY – BEST PRACTICES

Susan Danger, Managing Director, American Chamber of Commerce to the European Union

Rick Cristol, President, Kellen Company

OPERATING GLOBALLY – BEST PRACTICES

- I. INTERNATIONAL VERSUS GLOBAL – IS THERE A DIFFERENCE?**
- II. INTERNATIONAL AND GLOBAL MODELS INCLUDING AMERICAN CHAMBER OF COMMERCE – BRUSSELS CASE STUDY**
- III. WHY FORM A INTERNATIONAL/GLOBAL ASSOCIATION?**
- IV. WHY NOT FORM AN INTERNATIONAL/GLOBAL ASSOCIATION?**
- V. HOW TO APPROACH THE FORMATION OF AN INTERNATIONAL/GLOBAL ASSOCIATION**
- VI. BEST PRACTICES FOR OPERATING INTERNATIONALLY/GLOBALLY**
- VII. SUMMARY**

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Global Intelligence

What percent of Canadians speak French only?

14%



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Global Intelligence

South Africa has how many official languages?

11

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Global Intelligence

Where is it considered rude to write on someone's business card in his or her presence?

Korea



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Global Intelligence

Between 2006 and 2024, what percent of the American work force will reach the customary retirement age of 65?

40% -- 64 million baby boomers!

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Global Intelligence

What number in the Chinese culture is considered unlucky?

4 – it is the homonym for death

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OPERATING GLOBALLY – BEST PRACTICES

International (literally “between or among nations) generally describes a worldview within the traditional boundaries of nations (ethnic, geographical, political, etc.). This viewpoint is often from the “inside center looking out”, in a relationship to others who are “outside the borders of your own country.”

For example, an international association is one that operates programs outside where the association is headquartered. The United Nations defines an international organization as one having operations in at least three countries and receives substantial funding from at least three countries.

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Global, in contrast, generally describes a more holistic or “boundary-less”

worldview. This view is not limited by traditional boundaries and takes a more holistic, interdependent, interconnected and interrelated approach. It is a distinct way of organizing work that responds to the complexity of factors in the global environment.

For example, a global association is not necessarily headquartered in just one country, but has a multiple presence throughout the world where members, chapters or field offices operate simultaneously in several countries and regions around the world.

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Possible Association Models

- **International Membership**
- **International Federation**
- **International Chapters**
- **International Offices**
- **Strategic Alliances**
- **International Representatives**
- **Virtual Associations**

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International Membership

- **Single headquarters usually in initial location.**
- **May be headquarters centric or truly global.**
- **Individual members who may or may not pay common dues based on organization focus.**
- **Common interests holding membership together**
 - **Full global value**
 - **Lesser value for members outside of headquarters area when activities are locally focused**
- **Examples: Global Acetate Manufacturers Association; Juice Products Association.**

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International Federation

- Each member is an independent organization.
- Member organizations joined through cooperation or affiliation agreements.
- Member organizations pay dues for focus on issues of international importance.
- Common way of bringing national associations together in Europe but can be more global.
- Example: IMACE and IFMA.

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International Chapters

- **Specific number of members having a formal relationship with an umbrella organization.**
- **Chapters have jurisdiction of a defined geographic area.**
- **Usually chartered through formal agreement with specific roles and responsibilities.**
- **Some element of umbrella organization control.**
- **Dues structure provides return to chapter and umbrella organization.**
- **Mutual benefits for chapter and umbrella organization.**
- **Example: Institute of Management Accountants: headquarters in U.S.; chapters in Netherlands, UAE, Philippines, Korea, Palestine, Jordan, Germany and China.**

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International Offices

Susan Danger will address this model in more detail in a few moments when she discusses the American Chamber of Commerce in Brussels case study.

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Strategic Alliances

- **Cooperative arrangement among two or more organizations to leverage and maximize strengths and respective member benefits.**
- **E.g., Information exchange or publication; joint meetings or trade shows; education and training; policy advocacy.**
- **Secretariat based in one organization or revolves or some division of labor.**
- **Example: GATE (Global Alliance for Timeshare Excellence) with associations in Canada, Latin America, Europe, Middle East, Australia, U.S. and South Africa.**

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International Representatives

- **Individual/company not solely dedicated to the underwriting organization.**
- **Represents underwriting organization with good contacts and local culture understanding.**
- **Cost efficient through share overhead.**
- **Examples: Kellen and Eurobat.**

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Virtual Associations

- **True virtual associations, growing out of Internet communities, are just beginning to test the water.**
- **Established associations have created online memberships**
 - **Networking**
 - **Podcasts and webinars**
 - **Certification**
 - **Electronic directories**
 - **Virtual trade shows**
- **Example: Society for Human Resources Management – discounted memberships for more than 7,000 virtual members in 70 countries outside the U.S.**

Operating Globally – Best Practices

International Office Model
The AmCham EU Experience

Susan Danger, Managing Director, AmCham EU

EuroConference 2007

Wednesday February 28th



Where does AmCham EU fit?

- European Association
- Transatlantic Association
- Global Association



- **Networks:** European AmChams and other business associations
- **Issues:** full range of EU issues
- **Activities:** Brussels-based; member state level
- **A European Association?** – ECACC and other extensive networks



- **Networks:** US Chamber, USCIB, TABD, TPN....
- **Issues:** transatlantic marketplace, financial services, REACH and trade...
- **Activities:** Washington Doorknock, Chicago and NY seminars, transatlantic meeting and conferences in Brussels
- **A Transatlantic Association?** - US Chamber and other extensive networks in US and Brussels



- **Networks:** Other AmChams (South Africa, Brazil), third country governments and business; in Brussels too – extend global network locally!
- **Issues:** WTO, REACH...
- **Activities:** Delegations to Hong Kong, Cancun, South Africa, Davos, use of global leaders, third country meetings in Brussels, EU101s, publications, press
- **A Global Association?** - Networks that are being extended





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