



EUROCHAMBRES

Connecting **business to Europe**

June 2010

**EUROCHAMBRES
STRATEGIC PLAN
2010 – 2013**



EUROCHAMBRES Strategic Plan 2010-13

The preparation of the Strategic Plan has been an exercise to analyze strengths and weakness of the organization, trying to maximize the return to the members.

Living and working in Brussels means to be exposed to a variety of issues, topics and requests that might confuse also the most experienced lobbyist.

Having a guideline to consult, a clear path to follow will clearly help the effectiveness and the productivity of the organization.

Before going into the specifics of the Plan it is wise to define some issues that constitute in a certain way the background of the plan. Some of them are suggestions and other simple considerations but, all in all, they have to be retained when consulting the actual Strategic Plan.

- **Economic background:** The current economic situation requires a clear exit strategy and a more competitive economic environment. Without a streamlined policy EU can lack behind its main economic partners at global level, where the recovery is faster.
- **Strategy:** EUROCHAMBRES wants to contribute to the dialogue and policy making at EU level, raising the voice of the millions of business we represent and giving opportunity to Chambers of being present in concrete activities related to those policies.
- **Aim:** Strengthen the profile of the Chamber network among senior policy makers at EU level, by providing valuable empirical evidence and influencing on a range of key business related policy initiatives and by developing concrete activities/projects related to those policies.
- **Built in dynamic:** Ideally this is the strategic plan till 2013. Despite this, we must build in a certain degree of flexibility to have the possibility to include or drop some of the issues that will appear in this time or that we will decide to drop. The proposal is that the Strategic Committee will continue to monitor implementation of the plan and consider suggesting the appropriate modification, if the case will occur.

Budgetary provision: There is no Strategic Plan that can be attained without the appropriate budget. Therefore the annual budget will be proposed in a form consistent with the Strategic lines of activity and resources will be allocated according to it. This process will be carried on with the support of the Budgetary Committee.

- **Working groups:** There is a need to reconsider the current structure of Working and Consultative groups and set them in a consistent way with the Strategic Plan. The proposal is to redefine the working/consultative group in accordance with the sub-heading of the three pillars of the plan. Each of the 10 sub-headings will constitute a group and members will be asked to communicate the name of the expert that will participate in those groups. The existing rules of consultation will apply, including time limit to each working group.

- **European Parliament of Enterprises:** even if it is not specifically mentioned in the plan, experience has showed that EPE is a visible tool to promote the role and position of Chambers of Commerce as organization accompanying business and promoting their role at EU level. The initiative is retained as one of the most important communication tool. The development of an important event every second year (the “Congress”) is also retained as important strategic tool.

- **Annual theme:** Another suggestion to increase effectiveness and influence is to set an annual theme as “priority one” in terms of communication. It will raise visibility as well.

- **Other dossiers:** A certain number of issues aren’t included in the strategic plan: it doesn’t mean they totally disappear, but they will not attract important existing resources. Different ways exist to approach these issues. From the light monitoring to the Members’ involvement with National Champions (as proposed during the first Strategic Meeting) and “3 Chamber rule”(as existing rule provide a possibility for at least 3 Chamber Organizations to develop a draft position paper and, in cooperation with EUROCHAMBRES, submit it to consultation to members). Those are potential extra capacities to deliver that need to be fully exploited. A list of issues includes but not only:
 - Environment
 - Regional Policy
 - Transport
 - Corporate Social Responsibility
 - Gender policy

- **Other Business Organization::** We believe that the capacity to liaise with the other players (such as BusinessEurope, UEAPME, ICC and others) will increase our impact optimizing the use of resources. EUROCHAMBRES will look for a closer cooperation with them.

- **Measure the outcome::** A system to measure the outcome of the activities described in the Strategic Plan will be developed. An annual assessment will be conducted and results presented to members.

Strategic Priority Areas

EUROCHAMBRES strategic priority areas reflect the three key factors which EU policy makers can influence that determine businesses' success or failure and therefore, by definition, concern Chambers of Commerce and Industry:

1. Business conditions ('Conditions')
2. Market opportunities ('Markets')
3. Access to resources ('Resources')

EUROCHAMBRES' priorities for the coming years are divided into these three areas. Cutting across these at EU level will be the implementation of the 2008 Small Business Act for Europe and the elaboration and delivery of Europe 2020, the successor to the 2000-2010 Lisbon Strategy for Growth and Jobs.

Within these three priority areas, several more specific policy fields have been identified, as the table below illustrates:

<i>Cross-cutting dossiers:</i>		
<i>a. Europe 2020</i>		
<i>b. Small Business Act for Europe</i>		
1. Conditions	2. Markets	3. Resources
1.a. Smart Regulation	2.a. Internal Market	3.a. People
1.b. Innovation	2.b. Enlargement / Neighbourhood	3.b. Finance
1.c. Digital Europe	2.c. Global Europe	3.c. Energy
1.d. Free Trade		

The next section of the plan elaborates on the two cross-cutting dossiers and the individual dossiers identified within the three policy fields, explaining why these are priorities for EUROCHAMBRES, what are the specific objectives to be pursued, as well as what EUROCHAMBRES is currently and anticipates over the next three years doing.

Cross Cutting Dossiers

a. Europe 2020

Reasons:

- Europe 2020, the successor to the much maligned 2000-2010 Lisbon Growth and Jobs Strategy, will set the framework and define the parameters for economic reform for the EU and its member states for the next ten years

As such, it is clearly of paramount importance that EUROCHAMBRES and its members are involved in its elaboration over the coming months and its subsequent implementation and monitoring at European, national and regional level

Objectives:

- Ensure that the priorities of Europe 2020 reflect those of EUROCHAMBRES
- Underline to national policy makers the importance of economic reform to Europe's long term prosperity and global competitiveness
- Position Chambers as key intermediaries and service providers in improving the EU's competitiveness

Approach:

- A EUROCHAMBRES Europe 2020 working group has been established, with meetings having already taken place in February, March and May 2010. The working group agreed on a short-term action plan for the period from early 2010 until the June European Council, when EU heads of state and government are due to endorse the Commission's Europe 2020 Strategy. This includes appointments with key policy makers, written submissions to the Spring and June European Councils, at least one EUROCHAMBRES event and media activities.
- Prioritise aspects of Europe 2020 that reflect the priorities of EUROCHAMBRES' Strategic Plan, as well as Chambers' USP as Europe's largest and most coherent business support network
- Devote particular attention to monitoring the political commitment and actual implementation of Europe 2020, since this was the Achilles' heel of the Lisbon Strategy; focus on the need to set ambitious and realistic targets, the role of sanctions or incentives in motivating member states to fulfil the targets and the need for robust naming and shaming of those member states that do not live up to their commitments and faming of those that do.
- Run an annual EUROCHAMBRES survey of national Chambers to gauge progress on the implementation of Europe 2020, which will allow Chambers to conduct their own naming, shaming and faming exercise
- During the EU Budget review and discussions on post 2013 financial perspectives, call for better correlation between the budget and Europe 2020 priorities

b. Small Business Act for Europe

Reasons:

- The Small Business Act for Europe (SBA), adopted by the European Commission in June 2008 and endorsed by the European Council in December of that year, contains 10 principles and around 100 specific measures that aim to 'unlock the growth and jobs potential of SMEs and make full use of their innovative capacities'. Given the vast percentage of SMEs within the Chamber network, this is clearly of paramount importance to EUROCHAMBRES
- Some of the principles and measures relate specifically to areas on which EUROCHAMBRES has lobbied heavily in the past or continue to do so and, like Europe 2020, the SBA correlates closely with the priorities of this Strategic Plan

Objectives:

- Ensure that the SBA, unlike previous, related EU level initiatives over the past decade, is of added value and has a positive impact for SMEs
- Involve the Chamber network in the delivery of measures included in the SBA

Approach:

- Continually emphasise that the implementation of the SBA is an integral element of the Europe 2020 Strategy
- As in 2009, run a survey of national Chambers in late 2010 in order to provide feedback to policy makers on progress by member states in implementing the SBA. This will be complemented by EUROCHAMBRES' observations on progress on the EU level measures.
- Continue as Support Office for the Commission co-financed Erasmus for Young Entrepreneurs exchange programme, an initiative stemming from the SBA, throughout phase 2 (until June 2011)
- Contribute to and comment on the Commission's review of the SBA in late 2010.

1. Conditions

a. Smart Regulation

Reasons:

- A significant proportion of regulatory and administrative burdens on business stem from EU level and it is in the interests of competitiveness that these are minimised
- The economic crisis is being used in some quarters as a pretext for a more regulatory approach, jeopardising the slow but steady progress made on regulatory reform at EU level and in some member states in recent years

Objectives:

- Minimise administrative and regulatory burdens on European businesses
- Reinforce EUROCHAMBRES' position as the leading business voice on better regulation at EU level
- Ensure that SME tests become standard practice as part of impact assessments
- Ensure that the issue of better regulation remains high on the EU agenda for the 2010-14 political term

Approach:

- Apply pressure on EU and national institutions to apply and respect impact assessments, e.g. through contributions to forthcoming European Parliament report on independent impact assessment
- Follow-up on 2008 Low Level Group recommendations for administrative burden reduction
- Potentially organise an event on better regulation during the Belgian Presidency
- Regularly monitor Commission's compliance with its guidelines on public consultations
- Contribute to the forthcoming Commission Communication on Smart Regulation

b. Innovation

Reasons:

- Innovation in its broadest sense – product, service, process, marketing, business model, structural, etc – is vital to businesses' ability to compete
- Urgent measures are needed to ensure that Europe improves its track record in commercialising pioneering scientific and academic research and, conversely, to ensure that research priorities reflect EU's competitive advantages
- Chambers are important players in the delivery of innovation support and important intermediaries between the main innovation stakeholders (businesses, education institutes, public authorities)

Objectives:

- Reinforce the importance of a holistic approach to innovation, rather than one that is exclusively research driven
- Ensure that EU policy makers recognise the key role of SMEs as innovators - rather than focusing exclusively on academia and large corporations - and reflect this in the measures they agree, especially in better synergizing and targeting various financial support measures for SMEs

Approach:

- Apply pressure to the Commission to enhance innovation support for SMEs (SME-financing tools such as loans and guarantees, tax incentives) and ensure that those measures go hand in hand with a reduction in red tape
- Remind policy makers of the important role innovation clusters will play in future EU innovation and that any cluster policy measures should be driven by business needs, especially those of SMEs
- Continue to explore possibilities to develop an EU co-financed project for the Chamber network in the field of eco-innovation
- Monitor and comment on the impact of the European Institute for Innovation and Technology, e.g. Commission proposal on the 'Strategic Innovation Agenda of the EIT' and on the amendment to the EIT Regulation
- Contribute to the Commission's forthcoming European Plan for Research and Innovation communication (also referred to as the 'Innovation Act' or 'Innovation Union'), as well as related discussions in the Parliament and ensure the outcome is of added value to SMEs
- Contribute to the Commission proposal for 2014-2020 Competitiveness and Innovation Programme (CIP II)
- Contribute to the consultation on the forthcoming Commission proposal for an 8th Research Framework Programme

c. Digital Europe

Reasons:

- No area of EU policy is unaffected by IT. It is therefore an essential element in reaching a wide range of policy goals. In particular, electronic interoperability is crucial to the completion of the internal market. Despite this, the EU still lacks a coordinated approach to IT
- eSignature is a service offered by many national Chambers

Objectives:

- Promote the importance of eSignatures to secure business transactions, eGovernment, eProcurement and general electronic interoperability within the EU
- Reinforce the role of Chambers in delivering eSignatures
- Improve eGovernment services delivered to the business community
- Facilitate the take up of secure and innovative information technology by SMEs

Approach:

- Continue to provide the secretariat for ChamberSign
- Continue to take part in relevant EU level forums, conferences and events, e.g. eGovernment ministerial conferences, eBusiness support network, eInvoicing interoperability expert group, etc
- Pursue a role for EUROCHAMBRES in the Commission's Simple Procedures Online for Cross-border Services ('SPOCS') project, which aims to remove the administrative barriers European businesses encounter in offering their services across the EU
- Continue to urge the Commission to set an example to national administrations by adopting eProcurement & eTendering procedures
- Contribute to the forthcoming Commission Communication on a European Digital Agenda and accompanying Communication on Broadband Strategy
- Contribute to the forthcoming e-Signature Directive
- Contribute to the revision of the Regulation for ENISA (European Agency for Network and Information Security)

d. Free Trade

Reasons:

- Exclusive competence of the EU to negotiate trade and investment agreements
- EU considered the most “open” economic region in the world; therefore most dependant on global trade environment.
- Various trade negotiations making limited progress; need to keep pressure.
- Signs of increasing protectionism, certainly in times of economic crisis
- Increased volume of counterfeiting across all sectors, a major threat to “fair” trade
- Major reform of EU Customs law underway
- Crucial importance of trade documents for Chambers’ profile and income

Objectives:

- Firmly oppose protectionist measures and dumping initiatives
- Maintain pressure on negotiators to make progress on multilateral and bilateral trade negotiations, with focus on trade facilitation and the elimination of nuisance tariffs.
- Contribute actively to IPR protection, both with policy and best practice, to make sure European business can compete in a “fair” trading environment
- Secure a business-friendly new Community Customs Code
- Strengthen the position of Chambers in issuing and certifying trade documents

Approach:

- Promote the adoption of multilateral and bilateral trade agreements through regular meetings with the Commission and the European Parliament, produce position papers and provide briefings to members, develop alliances with European Chambers abroad, with local counterpart Chambers and through the C20.
- Contribute to the forthcoming Commission Communication on ‘A trade strategy for Europe 2020’
- Increase the Chambers’ profile on trade policy by participating in relevant business summits (EU-China, EU-India, EU-US,...), contribute to the development of business dialogues, where relevant, and organise policy related events in Brussels.
- Participate actively in the European Observatory for Counterfeiting and Piracy, contribute to adopting the Anti-Counterfeiting Trade Agreement (ACTA) and stimulate exchange of experience among European Chambers and partners around the globe to protect property rights.
- On customs, participate in relevant technical committees who prepare the Implementing provisions of the Community Customs Code, and issue position papers to secure a business friendly customs environment

- Develop initiatives to increase the profile and performance of the European Chamber network in issuing certificates of origin and related documents
- Continue working with Global Chamber Platform (GCP) members through the development of both policy actions and concrete cooperation activities (Global Economic Survey)
- Contribute to the trade and investment barriers report, and analyse the impact of investment competence being shifted to the EU level.
- Monitor the forthcoming Regulation for a new GSP system, from 1 January 2014 and, more generally, the impact of EU Development policies on European trade.

2. Markets

a. Internal Market

Reasons:

- A fully functioning internal market implies access to 500 million consumers and a far greater number of business partners and clients. However, the internal market, 18 years after it was supposed to be completed, remains far from fully functional in relation to the free movement of workers, goods, services and capital
- The Chamber movement has a vested interest in pursuing the completion of the internal market given many Chambers' role in supporting cross-border and international trade.
- Consumer protection has risen up the EU policy agenda in the last couple of years and is seen as one of the key issues for completion of the internal market. While it is not a priority for Chambers to promote the protection of consumers, it is essential to simplify the access of businesses to B2C markets across the border. It is also important to ensure that any policy measures in this area are, at least, not detrimental to businesses. EUROCHAMBRES' work on consumer protection dossiers may as such be perceived as a defensive activity, but is nonetheless important

Objectives:

- Ensure that the direction proposed by Mario Monti for the internal market is in line with EUROCHAMBRES' priorities
- Reinforce the profile of Chambers as key intermediaries in making the internal market a reality for businesses, particularly SMEs
- Ensure that the interests of business are not overshadowed by those of consumers and remind policy makers that consumer policy is not choice, as well as protection

Approach:

- Maintain pressure on the Council to adopt the proposed European Private Company Statute (SPE)
- Similarly, maintain pressure on Council and Commission to resolve the outstanding linguistic obstacle to agreement on the EU Patent and lobby on the forthcoming Regulation on translation arrangements for EU Patents
- Push for a more efficient access to business related information through the Interconnection of Business Registers
- Continue to take part in the Commission's new Internal Market Informal Stakeholder Group
- Potentially contribute to Commission simplification initiatives relating to the European Company Statute (SE)
- Build on the highly successful 6-monthly surveys throughout the implementation phase of the Services Directive by regularly assessing the tangible benefits to businesses and

contributing to Commission Communication on the mutual evaluation process; push also for a review of the Services Directive, notably of the sectors currently exempted

- Continue to refine the EUROCHAMBRES position on the proposed Consumer Rights Directive as it passes through the European Parliament and Council. In this context, conduct a survey via the Chamber network of businesses on consumer protection requirements to feed into the ongoing institutional discussions
- Contribute to the Commission's forthcoming consultation on collective redress
- Contribute to the forthcoming Commission Green Paper on Alternative Dispute Resolution
- Continue to contribute to the deliberations on Mario Monti's Internal Market Review and respond to the ensuing Commission White Paper on the Re-launch of the Single Market
- Contribute to the forthcoming Commission consultation on e-invoicing
- Contribute to the forthcoming Commission Communication Green and White Papers on e-procurement
- Potentially contribute to review of 4th and 7th Accounting Directives
- Contribute to the forthcoming Commission proposal for a Common Consolidated Corporate Tax Base

b. Enlargement / Neighbourhood Policy

Reasons:

- EU enlargement has brought benefits to business, both in the old and new member states
- Stable relations with “prosperous” neighbours is in the interest of the EU, both economically and politically
- EUROCHAMBRES’ membership justifies a particular focus on candidate and neighbouring countries
- Neighbouring countries are often the first “external” market for EU companies

Objectives:

- To facilitate the (economic) integration process of neighbouring countries, in the interest of both sides
- To feed the enlargement negotiations with relevant knowledge and market information
- To strengthen the position of Chambers in these countries, often transition economies
- To offer practical cooperation tools for the Chamber network, to the benefit of their members

Approach:

- General: develop concrete activities which on the one hand are useful for our Chamber network, and on the other hand offer important policy opportunities for EUROCHAMBRES.
- Western Balkan: continue pre-accession activities, based on CASE and PARTNERS experience, with financial support of the EC
- Turkey: implement EU-Turkey Chamber forum – phase 2, covering both pre-accession activities and capacity building for the Turkish Chamber network
- Eastern Partners: possibly implement East Invest programme, and participate in relevant EU Eastern Partnership policies and initiatives (SME Initiative, EaP Platform 2, SME Panel,...)
- Southern Partners: continue implementation of Invest in Med (involving close to 100 Chambers) and seek policy spin offs, with focus on the Union for the Mediterranean and the EU-Med FTA
- Contribute to the annual Enlargement and Neighbourhood packages with activity-based input (survey results, reports...)

c. Global Europe

Reasons:

- Internationalisation is recognised as a key condition for enhancing EU competitiveness
- Internationalisation is also a core competence of most European Chambers, with recognised expertise, capacity and a unique network who can deliver
- Globalised competition is a fact in every sector, even for those SMEs not engaged in international trade
- The EU is increasing its ambition in playing a role in external economic diplomacy, in line with the Lisbon Treaty and the Small Business Act (SBA)
- The fastest growing markets are outside Europe; European business should grasp the opportunities these markets offer

Objectives:

- To secure the role of the private sector in this enhanced external economic diplomacy, through the bilateral and European Chambers abroad and our EU based Chamber network.
- To capitalise on the Chambers' expertise in internationalisation and develop complementary initiatives at European level

Approach:

- Encourage and support the development of European Chambers abroad, as a vehicle to represent European business interests in third countries: further develop the "Recognised Partnership" status, develop closer links with the EBO network
- Lobby on the EU strategy on European Business Centres and related initiatives, to guarantee synergy, complementarity and public private partnership
- Participate in the development of such EU Centres to ensure the above principles are respected, matching the offer of support services in third countries with the demand from EU based companies.
- Engage in economic cooperation programmes, provided they i) respond to an interest of the Chamber network, ii) can generate sufficient policy spin offs, and iii) do not impact on the EUROCHAMBRES budget. Current examples include the AL invest programme, Understanding China, Internationalisation of Russian SMEs and the EU-Gulf Chamber Forum
- Contribute to the swift adoption of the ICI+ Regulation and the reform of the DCI Regulation, and develop initiatives on that basis
- Stimulate benchmarking on Chambers' expertise in internationalisation through surveys and Trade Academy, and profile the Chambers as prime service providers in the area of internationalization

3. Resources

a. People

Reasons:

- The value of Europe's human capital must be maximized in order to compete with global rivals. In particular, this requires a stronger correlation between the human resource requirements of the private sector and those supplied by the workforce, which implies significant reforms to education systems, both academic and vocational
- Adaptability of the workforce is becoming an increasingly telling factor in an economy's productivity and competitiveness, which requires strong and effective policies towards lifelong learning that are generally not in place in Europe currently
- Chambers of Commerce have a strong tradition in education and training and in a number of European countries are the 2nd biggest training provider
- Europe is still a long way behind the USA in terms of entrepreneurial spirit
- Workforce mobility - geographically, sectorally and between jobs and categories of employment – remains poor in Europe, which has negative consequences on businesses' ability to adapt to changing market conditions

Objectives:

- Reduce the mismatch between those skills and competences available and those required by business
- Ensure that the interests of business in education and training are made visible and taken into account in the policy process
- Reinforce the leading role of Chambers of Commerce in developing and delivering vocational training and lifelong learning

Approach:

- Continue to press member states for the inclusion of entrepreneurship in educational curricula through the Commission high level panels with ministries of education and economy
- Continue to push for a common European approach to qualifications
- Influence negotiations on the future of VET policy by reinforcing EUROCHAMBRES' position as the leading business interlocutor on vocational training and entrepreneurship education at EU level and lobbying on the forthcoming Commission communication VET
- Continue to shape the policy process through relevant European forums (EQF advisory group and EQF subgroup on sectoral qualifications, Commission's expert group on apprentice mobility and Life Long Learning Committee) and high level conferences

- Continue contributing to the follow-up to the Commission's University-Business cooperation communication and forthcoming Communication on the modernization of higher education
- Discuss with the Commission the establishment of a new programme to encourage mobility of apprentices and people in other forms of vocational training
- Contribute to the forthcoming Commission School-Business cooperation communication
- Contribute to the forthcoming Commission Communication on mobility and employability benchmarks
- Contribute to the forthcoming Commission Youth On The Move strategy/communication, the proposal for 2014-2020 Youth On The Move programme and various legislative sub-elements
- Respond to the forthcoming Commission Agenda for New Skills and Jobs

b. Finance

Reasons:

- Access to finance is of course a critical factor for all businesses, large and small. Constantly a challenge, especially for small and new businesses with limited collateral, access to finance has become even more difficult since the mid 2008 collapse of the financial markets and subsequent economic recession. Lengthening payment times have exacerbated problems caused by more stringent lending conditions from banks
- The economic crisis response highlighted by the EUROCHAMBRES Presidency as a top priority in early 2009 and the secretariat has consequently devoted significant resources to providing input to policy makers on the impact of the crisis and comment/recommendations on policy measures
- While much of what can be done by policy makers to improve this situation is at national level, the EU (and the euro-area) have the potential to contribute, notably via the coordination of the national economic recovery plans agreed in December 2008 and of national 'exit strategies', as well as through the application of the Stability and Growth Pact . The European Investment Bank, through increased lending amounts and the development of new instruments, can be a great 'leverage institution' to stimulate economic recovery, particularly for SMEs. The European Central Bank also plays a pivotal role in checking bank lending conditions through its quarterly bank lending survey

Objectives:

- Reinforce the need for the EU to do everything within its competences to help businesses' cash flow, especially in the current climate
- Continue to provide valuable empirical evidence on the impact of the crisis on businesses' cash-flow
- Continue to remind policy makers of the need for actions that tangibly mitigate the impact of the crisis on the real economy

Approach:

- Convey to Professor Draghi, Chairman of the Financial Stability Board and Governor of the Bank of Italy, EUROCHAMBRES' vision of the restructuring of the international financial architecture for the benefit of the business community
- Potentially run a questionnaire for the members of the 2010 European Parliament of Enterprises on the cash-flow situation (2008 EPE members were sent questionnaires on this and related themes in early and late 2009)
- Potentially repeat the 2009 survey of national Chambers on the implementation of National Economic Recovery Plans prepared for the first time in spring 2009
- Participate in relevant EU level forums, notably the Commission's SME-Banks roundtable and the Access to Finance Forum

- Continue to contribute to studies/reports of the European Parliament on access to finance and the impact of the crisis on businesses
- Continue to provide input to the European Parliament and Council on the revision of the Late Payment Directive
- Contribute to the forthcoming revision of the Capital Requirements Directive
- Contribute to the Financial Regulation Review to ensure that it facilitate businesses' access to EU funds

c. Energy

Reasons:

- The climate change agenda and increasing scarcity of fossil fuels impact hugely on the economy and therefore on Chambers and their members. The EU's 20-20-20 targets established the parameters for policy measures at both EU and national level to increase energy efficiency and renewables and reduce greenhouse gas emissions. It is therefore crucial that the Chamber network is effective in influencing these measures at EU level
- The EU also has a key role to play in international negotiations on climate change. EUROCHAMBRES must seek to ensure that these negotiations do not unnecessarily disadvantage EU businesses vis à vis global competitors

Objectives:

- Reiterate the need for a market driven response to climate change
- Ensure that businesses are able to commercialise EU technologies and innovations
- Raise the capacity within the Chamber network to deliver energy efficiency related services to businesses

Approach:

- Promote European clean technologies and their business potential internationally
- Continue to implement the CHANGE (Chambers Promoting Intelligent Energy for SMEs) programme until August 2010 and explore the potential to introduce a proposal for Commission co-financing of a follow-up project
- Contribute to Commission initiative (pending) aimed to increase from 20% to 30% the EU's emissions reduction target, taking into account the difficulties such an increase will generate
- Contribute to the forthcoming Commission Communications on a revised Energy Efficiency Action Plan and on the Energy Action Plan 2011-2020