

# CHAMBERS NEW NORM

Adapting to Business  
Needs Report

2020

Supported by:



Host of 12WCC:

غرفة دبي  
DUBAI CHAMBER

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# INTRODUCTION

## REPORT CONTEXT

The research summarised in this report sits as part of the 2021 Strategy Road Map laid out by the International Chamber of Commerce's World Chambers Federation (ICC WCF).

The Road Map highlights a number of key priorities for the WCF. These include greater alignment with the ICC, strengthening the brand of the WCF and chambers of commerce globally, and promoting better networking, knowledge sharing and innovation between chambers.

To address these priorities, the WCF outlined four initiatives on alignment, chamber's brands, "Chamber 4.0", and Chamber Connect. This report sits within the last of those, Chamber Connect, focused on improving global chambers collaboration and networking by creating and improving existing digital and physical platforms."

This fourth initiative is being led by Cámara de Comercio de Bogotá and many of the insights in this report build on those published earlier this year. To compliment those findings this report will be shared across the chamber network to understand the actions chambers are currently taking in relation to COVID-19, share best practices and better serve the ecosystem, which can be used to highlight potential opportunities for greater collaboration.

The report will further serve to support the development of content for the 12th World Chambers Congress, due to be hosted in Dubai during November 2021.

# INTRODUCTION

## AIM OF THE REPORT

This report covers key findings from interviews conducted by the Dubai Chamber of Commerce and Industry in June 2020.

The overall aim of this report is to highlight areas where chambers of commerce are facing common opportunities and challenges, allowing for greater alignment and collaboration.

### This includes:

- **Identifying preparations**  
taken to withstand the impact of an event such as COVID-19
- **Understanding the challenges and adaptations**  
in response to COVID-19
- **Highlighting successful initiatives**  
taken to assist and strengthen chambers of commerce members

The findings are summarised both at the start of this report, with a series of opportunities for greater collaboration highlighted at the end.

A full methodology is available in the appendix.

# ACKNOWLEDGEMENTS



# SUMMARY

## KEY FINDINGS

Chambers of commerce did not have formal plans in place to deal with a situation such as COVID-19. Working closely with members and implementing existing resilience allowed chambers to quickly adapt to the challenge.

Chambers of commerce are responding by getting their members the support they need at speed. For many within chambers of commerce, the unprecedented speed of response to their members' need has been a clear positive of the crisis.

At a time when chambers of commerce budgets are being squeezed, the expertise they offer is becoming more in demand. Many chambers are focusing on providing a core set of existing services, as well as services that have been specifically designed to assist companies as they adapt to the challenges created by COVID-19.

Chambers of commerce are maintaining current staff levels to meet the growing demand for their services from businesses. Therefore, to balance their budgets they have looked to access funds through government schemes, minimising expenditure on external expertise, and pausing projects that are unable to realise an impact on business in the near future.

Chambers have been prominent in providing services to businesses to help adapt to COVID-19. These have included existing services, such as advocacy in decision-making and expertise in digital transformation, to new services such as advice on accessing government grants and how best to work with colleagues in a remote working environment.

A side effect of the COVID-19 outbreak has been an acceleration in the evolution of businesses. Developments such as digital transformation and a focus on employee wellbeing - which have been discussed for many years and are at various stages of adoption - have now become essential to business continuity.

COVID-19 has created both an opportunity and necessity for chambers of commerce to change. While none of the services currently offered are believed to be becoming redundant, the shift brought about by COVID-19 has increased interaction with a broader member base, and a move to online has made resources more widely accessible.





# FINDINGS

## PRE-COVID-19 READINESS

### Summary

It is clear that few chambers were in an adequate position to face the challenge of COVID-19 or a pandemic more generally. In the risk planning that had taken place, a pandemic of this scope was seen by few as a likely occurrence, and little resilience planning was in place to directly deal with it.

The events that were being planned for were often local catastrophic events (e.g. flooding) rather than global events such as COVID-19 - a potential area of future collaboration between chambers and WCF. Resilience planning helped some chambers in quickly adapting to some of the effects of the outbreak (such as working from home & disruption to core services), but this was patchy, and much of the planning was in the process of being put in place at the time of the outbreak.

Chambers of commerce did not have formal plans in place to face the challenges brought about by an event such as COVID-19, though related planning and other resilience measures have helped chambers of commerce quickly adapt to the situation.

Few chambers seem to have had in place a risk assessment strategy to cover an event similar to COVID-19. The size of the event and the unprecedented disorder it has brought about surprised many, and while chambers often had in place risk-assessment strategies covering other potentially catastrophic events, pandemics were often left out.

I think even the most professional actors were not prepared for the magnitude of what we witnessed. This crisis has forced us to adapt and adjust our business model and have a robust risk mapping in place.

As for the risk assessment strategy, no, we had to introduce it as the situation developed. We had certain internal policies and procedures related to emergency management plans that were related to issues like power outages, flooding which are far more temporary disruptions but no formal risk assessment programme.

A huge event like this one was not something we had anticipated, however overall we were well prepared.

We have always had an internal risk strategy identifying 'red' or important risks that are raised to the board for regular discussions. The system has been in place for a long time but interestingly pandemics were absent from our risk register and our risk assessment strategy. You can have what you think is a thorough strategy only to realize that it is incomplete and still misses out important risks.

Many chambers reactively developed a risk strategy to cover their internal operations and maintain services to members.

While this was seen as a challenge, chambers in general implemented procedures quickly and effectively to deal with the new reality.

The risk assessment strategy was created as a result of the pandemic. The pandemic went beyond anything we had prepared ourselves for and, as a result, we determined that we needed to have a document that was relative to the pandemic.

We have virtualized most of our services and we have adapted many programs.

We also have created new services such as consultative committees, and we have renewed our formalization services and programs.

Chambers of commerce demonstrated great resilience and adapted quickly to COVID-19. This includes physical infrastructure (for example IT infrastructure), as well as related planning efforts (such as internal communications and remote working plans) that have helped chambers of commerce deal with the fallout of the outbreak.

We were lucky in the sense that we were developing a new employment manual that included elements related to remote work guidelines.

Luckily, thanks to technology and having the technological infrastructure (internet connectivity etc.) we have not had any operational difficulties per se.

We have been doing extensive work with all our staff to review our strategy in which we developed three scenarios:

Now (we adapt as fast as possible our services by virtualizing them), Next (find new income sources, help businesses recovering and speed up our digital transformation) and Beyond (We should adjust our business and structure model).



# FINDINGS

## RESPONDING TO COVID-19

### Summary

The impact of COVID-19 led to a dual impact on chambers of commerce, forcing them to internally adapt their own processes while continuing to meet the external needs of members - which have become more acute during the outbreak. Given the diverse nature of chambers of commerce, it is no surprise that the financial impact of COVID-19 has been uneven. Financing has impacted those relying on events and ATA Carnets, for example, more than those with periodic memberships, and many have looked to the government for assistance to fill the gap. Chambers have gone about changing and adapting remarkably quickly, adjusting services and re-organising their internal teams to meet the limitations put in place by COVID-19 while still serving members.

This is all within the context of members looking for a greater number and more diverse set of services. Groups like SMEs that have been less engaged have become more so - presenting an opportunity for the long term - as they look for expertise to weather the storm of COVID-19. While services and expertise have become more in demand, the outbreak is also highlighting the role of advocacy and ensuring business is adequately represented in the discussions around emerging government policy. As a consequence of this, members have become more involved in internal conversations, through easier access via online and remote meetings.

Budgets at almost all chambers of commerce have been significantly affected, and many are planning for a leaner future, trying to limit layoffs by utilising government subsidies and reducing outlays. Chambers of commerce rely on a range of funding sources, including events, philanthropic programmes, dues and ATA Carnets, many of which have been impacted by the onset of COVID-19 and the changes to the business environment. Chambers are going through a re-budgeting process to account for the changes in expected income.

In January we had our review on revenues and we saw that we had to quickly make some changes in February. In every management meeting we have been assessing the risk that is impacting our strategies and revenues.

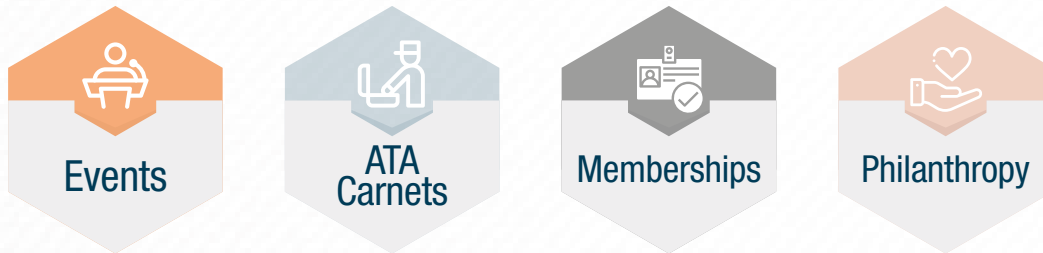
In a regular month we issue about 150 ATA Carnets, this past April we issued about 10. With the lack of sporting events, cultural events, and business travel this has impacted us as it is an important revenue source.

We have an updated budget plan for the rest of this year where we have decided no business travels this year giving us some savings in this regard. Some of our sponsors have decided to keep funding and give us the sponsorship dollars they had committed to even though some events will not take place and for some events we are still trying to figure out if we can organize them for this fall.

The first thing we had to do when we realized our income was going to drop massively (because by far the largest contributor to our income has been issuing export documents such as ATA Carnets and C.O.) was protect our budget. We also realised that membership renewals were not going to be a priority and that we would also have a significant drop in income in this regard.

We have three main sources of income: membership and events, retirement and insurance plan operation, philanthropic funding where we reach out to philanthropic foundations to help support our community engagement work.

## Key forms of income impacted by COVID-19



Government support has been critical for many organisations, either directly through tax relief or through using government payroll schemes, in limiting layoffs among chambers of commerce.

Revenue is expected to be quite low this year. We try to decrease expenses such as no business travels, no physical meetings, and we also get rent and tax deduction. To take the staff's livelihood into consideration, we did not decrease expenses by furloughing or laying off staff.

In the chamber network, 30-40% of capacity has been furloughed staff at some point in time.

Most chambers have made significant reductions in other outlays, such as on business travel and events. Many of those who have not furloughed staff have reduced staff pay through other means such as pay freezes and temporary reductions, especially at a management level.

Our International divisions have reduced their expenses related to international business travel, trade missions and overseas event participation.

In terms of our 2020 budget, all non-essential discretionary spend has been paused so no travel, entertainment, pay freezes across the entire organization.

Yes, we revised our 2020 budget and, as we mentioned before, we suspended all external contract suppliers and sponsorships.

Our internal teams are now fulfilling our supplier's tasks.

The financial impact is ongoing for many chambers of commerce, with the expectation that significant changes will need to be made for the foreseeable future. Therefore, most intend to make further changes to expenditure and are continuing to look at budgets to account for this.

Our 2021 budget will depend on how chambers waiver through this year. From the membership side, we are exploring other revenue and fundraising opportunities.

We are also taking a very conservative view towards 2021 because we do not know what the shape of recovery will look like nor if we will face any additional waves. Making adjustments to enable our business to be sustainable and ride through a very difficult period is going to be very important.

Chambers of commerce recognise the need to adapt to their member's emerging priorities (such as short-term cash flow), and have done so quickly and sensitively.

The acute pressure put on members by COVID-19 has required an accelerated response by chambers of commerce. They have responded quickly and by focusing on the areas that are most important to members, the success of which has been a clear positive for many.

In the past, we experienced SARS and H1N1 so we worked on creating a guide on business continuity management. When this pandemic hit, we quickly came together and updated the guide to make it available not only for our members but the wider business community.

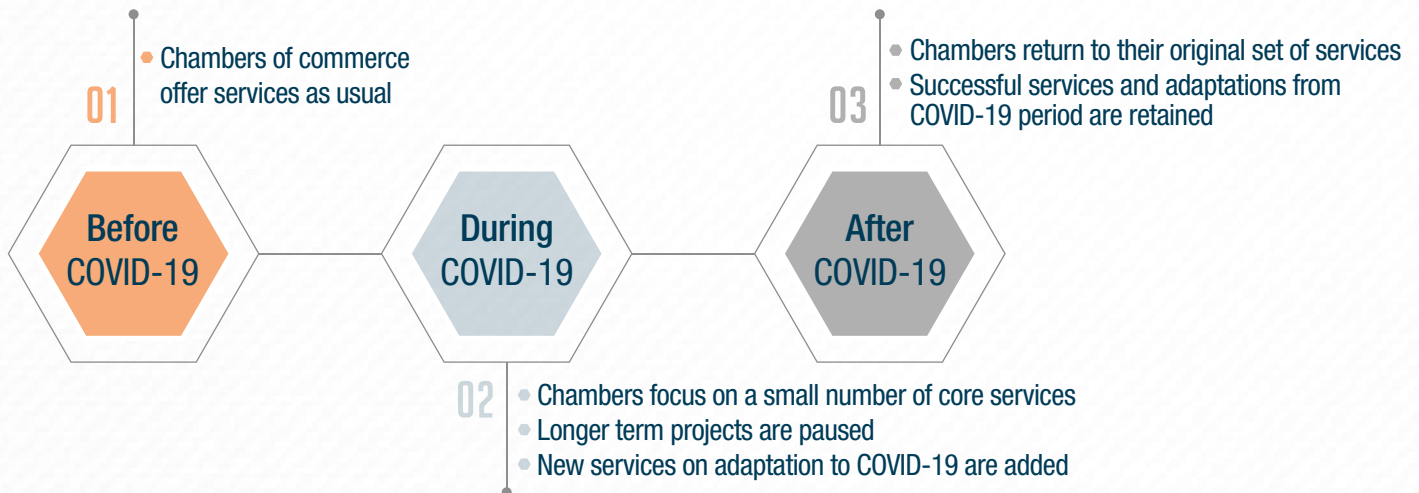
The speed in which our strategy changed is something I was very happy to be a part of even though as staff we all had to step up and take on new roles and tasks that we never did before.

In particular, chambers of commerce have focused on the key area of cash flow for members, even while they themselves are facing similar issues.

There is a set of grants available of 10,000-25,000 pounds available to some of our smallest businesses that we have worked for and to put in place to make sure that they are accessible quickly for SMEs and startups facing particular difficulties so they can cashflow through a very difficult period of time.

We had to react quickly to make sure that we do not go bankrupt and to still exist after this crisis ended. We are totally private which means there is no government money that comes in.

## Services offered by chambers of commerce



This constraint in funding is coming at a time when services are becoming more in demand and their members look for greater support, especially from SMEs.

Chambers of commerce are registering significantly higher interest in their work as a result of the outbreak - creating a divide where lower levels of expected revenues are being met with greater demand for existing and new services.

On the contrary, we had to hire more people because we have taken on more government initiatives and are supporting them very closely.

Our workload did not really decrease except in some areas and we had focused on helping companies navigate the weekly guidelines the government was communicating to the business sectors. For example, the government issued certain company codes that were permitted to operate during the lockdown and as businesses wanted to operate, we had many that were requesting changes to their registered operational activities so they could make use of this window.

It is my opinion that business support organizations such as ours have never been as relevant and appropriate in these difficult times...

During this period we were multiplying our initiatives to benefit and support our members.

Existing services that are most in demand include advocating for business as new COVID-19 relief programmes are being designed.

“ Our strategy for 2020 is now essentially advocacy, network support, and business continuity. ”

“ We have been very active in conveying the messages of our members to the government. This has been done in collaboration with the 20 chambers within the country. ”

“ We have to put our finger on the pulse and ensure that there is increased dialogue where regulations and policy reform are concerned. ”

“ We always ensure that this is communicated however this has moved up in our priority list emphasizing our lobbying role for chambers and the crucial role they are performing for their members as a conduit for financial aid, support and so on. ”

SMEs, in particular, have looked for greater access to the services chambers of commerce offer. Some chambers of commerce have set up SME-specific programmes, while others recognise they are such a sizable part of their membership base to not require specific programmes.

“ We have made massive adjustments essentially by prioritizing everything related to economic resilience, disaster recovery, SMEs support and deemphasized some of our regular programs. ”

“ Over 90% of our businesses are SMEs and startups so we do not have specific services for SMEs per se as they are designed with them in mind. ”



Chambers of commerce have adapted and introduced new initiatives to assist their members through the outbreak.

As a first step, chambers of commerce looked to rationalise their resources to focus on areas that were in most demand. In some cases, chambers paused longer-term programmes, and most are focusing on a few key areas where businesses most need assistance - such as digitization, resilience, and disaster recovery.



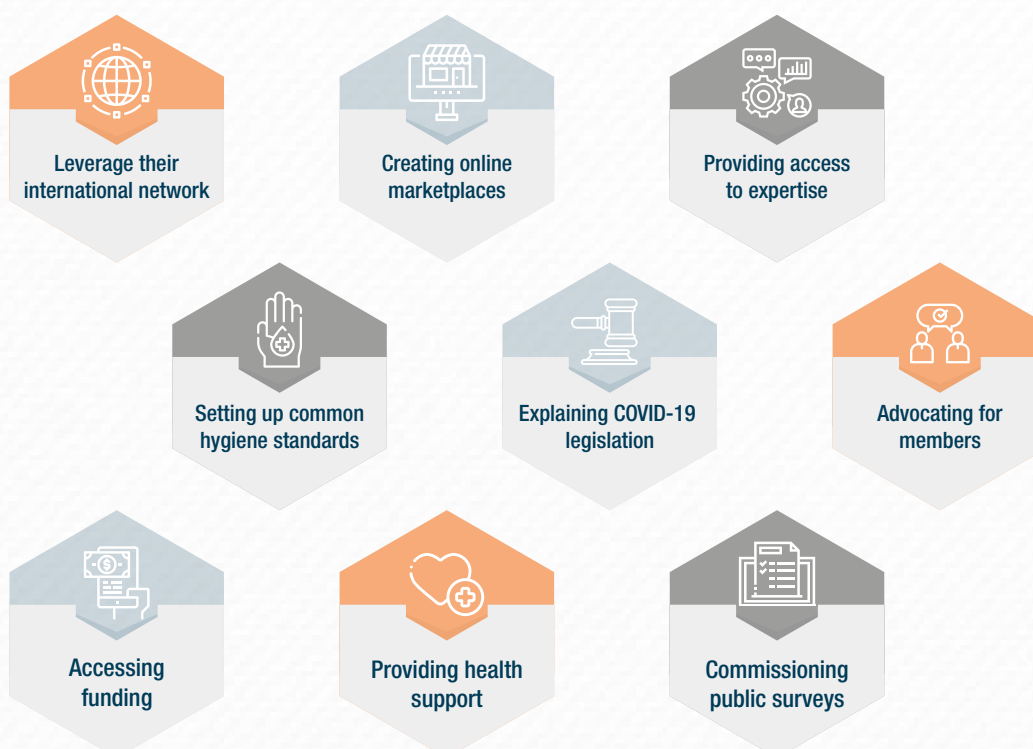
We have sped up some projects that had to do with the issue of digitization and digital transformation. We have also stopped other projects that are no longer a priority and we maintain other projects that have a projection of more than 2 years and we believe that their implementation may coincide with the exit from the current economic crisis.



We have made massive adjustments essentially by prioritizing everything related to economic resilience, disaster recovery, SMEs support and deemphasized some of our regular programs.



## Services offered by chambers of commerce



A lack of financing and problems around cash flow - especially for smaller businesses - have been a specific challenge for many companies. One of the key ways that chambers of commerce have looked to assist companies is in the creation of specific financing plans.

We have also launched our own programmes, one being RISE - 'Rising in Support of Enterprises' - a programme for SMEs where we allocate funds that are matched by the government at a ratio of 2:1.

To assist companies' moves to remote working we put up 1 million Euros from our own budget with the objective of allocating no more than 3000 Euros per company to purchase IT-related products such as laptops, work smartphones, and other devices that would help businesses successfully conduct their business from home.

Chambers are also helping companies access government or private sector schemes to access further financial support. Quite often these schemes require significant amounts of time to research and access, so chambers are assisting by acting as a one-stop-shop for information on various schemes, and those which are most likely to be effective for individual companies.

There are a lot of schemes out there to help businesses, some are national government ones, others are local council ones, so overall quite complicated.

We have been trying to bring it all together and ensure the information is coherent and comprehensive.

We worked closely with the government to ensure that those companies that applied for their subsidies were assisted.

We are launching a new service, "Chamber Finance Finder", to help businesses find funding options for chamber members. We are working with a very agile fintech company that has done some fantastic work bringing together different sources of finance.

Overall, the core offering from chambers of commerce has been in assisting companies to navigate the “new normal”.

This has varied widely from chamber to chamber, with some focusing on providing active support for the crisis (for example finding new business partners), while others look at providing expertise (e.g. in e-commerce) or building norms that can be used by business (e.g. on hygiene or online market places).

**The below table outlines the wide variety of services that have been offered:**



Service	Examples
Assistance in understanding government rules and regulations on COVID-19	“Created an internal hotline for COVID-19 to be reachable via phone, webpage, and email to work as a one-stop-shop for our members who have questions or requests related to the current situation.”
Build expertise in specific areas that are becoming more relevant	<p>“We had to take a range of our offerings and make them accessible: (1) mentorship service was offered free of charge (2) micro-credentialing courses we offered for free (3) doubled our staff for the advice line (4) made government programs available to our members.”</p> <p>“We have also created new webinars that cover legal implications, such as not being able to deliver on commitments for overseas projects, force majeure clauses, and so on. We have had to pivot our topics and activities to be relevant for member needs.”</p>
Assist in accrediting back-to-work hygiene schemes	“Set up a programme to allow companies to implement sanitary measures required in the workplace. The chamber worked with epidemiologists and health professionals to offer a label/certificate (SGS certification) to companies who have implemented all sanitary measures required in the workplace to reinstate trust and confidence etc”
Creation of online marketplaces	“Free marketplace where partners can market their products without having to invest in their own platform, this Marketplace has an integrated payment button, as well as electronic invoicing and logistics or delivery integration.”
Introduction of greater levels of mental health and wellbeing support	“We have widened out the healthcare and wellbeing services to include mental health support simply because a lot of people are doing their best to support their employers during what is a difficult time.”
Use of their international network to help leverage new business relationships	“With the help of our overseas offices, we have tried our best to help member companies to find the suppliers and buyers. At the first stage, we help them buy anti-epidemic materials from the overseas suppliers. And at the second stage, we help them export the qualified medical supplies to the countries in need, to help the global collaborative prevention and control of COVID-19.”
Conducting surveys of businesses and their COVID-19 response	“We conducted two surveys, one focused on their external activities like has your state or municipality issued a stay at home order? economic impact to different type of business sectors? other on internal questions like have you laid off or furloughed staff? how have you reallocated your staff resources? any technology investments - data resources to track layoffs/opportunities? pivots related to workforce upskilling and reskilling of people who have lost jobs? projections for budgets - expected revenue adjustments as you plan the year ahead?”

# FINDINGS

## MEDIUM AND LONG-TERM IMPACT OF COVID-19

### Summary

The impact of COVID-19 led to a dual impact on chambers of commerce, forcing them to internally adapt their own processes while continuing to meet the external needs of members - which have become more acute during the outbreak. Given the diverse nature of chambers of commerce, it is no surprise that the financial impact of COVID-19 has been uneven. Financing has impacted those relying on events and ATA Carnets, for example, more than those with periodic memberships, and many have looked to the government for assistance to fill the gap. Chambers have gone about changing and adapting remarkably quickly, adjusting services and re-organising their internal teams to meet the limitations put in place by COVID-19 while still serving members.

This is all within the context of members looking for a greater number and more diverse set of services. Groups like SMEs that have been less engaged have become more so - presenting an opportunity for the long term - as they look for expertise to weather the storm of COVID-19. While services and expertise have become more in demand, the outbreak is also highlighting the role of advocacy and ensuring business is adequately represented in the discussions around emerging government policy. As a consequence of this, members have become more involved in internal conversations, through easier access via online and remote meetings.

There are some positives from the crisis: it has become an “accelerator” for change and innovation. Topics like digital transformation, which were important beforehand, are becoming even more so. The “new normal” means companies are more immediately focusing on initiatives they were previously looking to test out, change and implement in the coming years. Greater use of technology (both to interact internally and externally), wellbeing and mental health of staff, flexible working, the sustainability of the global supply chain, and the resilience of companies are all items the outbreak has shone a light on.

“ I believe that digital transformation is no longer an option, it is a must. We have seen our members take heed to this topic and are now asking for services specifically related to this subject. ”

It is a portal of more than 30 solutions aimed at SMEs, small businesses, freelancers, entrepreneurs and the professionals who are part of them.

This period of forced adaptation has created an opportunity for business, as they access new skills and redefine their customer bases.

“ Those businesses that will weather the storm will show agility and resilience. It will be our responsibility to support them to identify further growth. ”

“ Online education, e-commerce, telemedicine, 5G are the new opportunities for business during this situation. We are planning to count on our policy commissions and industrial commissions to help our company members seize those new opportunities. ”



Facilitating partnerships between companies, NGOs, community groups, and the government is becoming more important as there are clear alignments in respective goals. The opportunity to work closer together has been met positively, with chambers being seen as the facilitators of this kind of partnership.

Initially we rolled out our outreach in steps and looked at chamber external activities, i.e. how are you helping businesses in your community? How are you building multisector partnerships to address the challenges your communities are facing?

We partnered with our local internet provider and the public-school system to create a fund to help those that do not have access to the internet. The internet company has been installing WIFI broadband access in homes to ensure students have access to educational tools.

The outbreak has created an opportunity - and a need - to reform the way chambers of commerce are working with their members and with each other.

Chambers of commerce do not expect the core set of services they are offering to change, and even those which have been deprioritised at the moment (e.g. in-person events) will once again become important, though they will have a different role than before the outbreak.

I am not sure any of the services will become obsolete, however, there will be changes both strategically and tactically. This pandemic has shown that we can be efficient through the use of technology. Moreover, it has also pushed us to reconsider how we will conduct business moving forward. Travelling to participate in events both internally and internationally has been easily replaced with virtual platforms like Zoom. This leaves us with many lessons to be learned about sustainability.

Do people think that physical events are going to become obsolete? My answer is no, they may become very different and their position in the business model will change but they will not disappear.



Businesses across the world have looked to chambers of commerce as facilitators of solutions for the new challenges they have been facing. This has brought in new members - both to access services and play an active role in pushing chambers of commerce to offer services that better fit their needs - that is a clear opportunity for expanding the reach, usefulness and engagement of chambers of commerce. Solidifying this engagement into longer-lasting partnerships will be key.

“ We also now hold a virtual call of Chamber Chief Executives across the UK meeting three times a week whereas previously we would have done that in person once a quarter. We have vastly increased our connectivity and our contacts and I believe there is a lot of benefits as we are having far more important and deep discussions about the future of how we work. ”

“ We need to reinforce the role of the Chambers as an intermediary and facilitator. This crisis shows that the Chambers are and should be a support for companies, it is important to maintain a fluid, constant and effective communication with members. ”

A side effect of the shift to online provision of services has meant that chambers of commerce can scale their services to many more members than was possible before the shift to online. This is a similar shift to that which many members are facing and presents a clear opportunity for continued engagement.

“ By making this transition we now have more contact with our members through the online channels than we did through physical meetings. ”

“ Normally our members rely heavily on on-site trade expos and fairs to win orders. Now the pandemic made it practically impossible to organize those on-site events, we have changed our on-site expo services into online expo services to help our companies, especially MSMEs, e-meet their trade partners and get the deals done. And all the meetings, seminars have been moved online. The live casts and webinars have drawn lots of members' attention. It is very easy for members to participate. ”



Chambers are now rethinking the relevance of physical events as online events are here to stay. Chambers are now experimenting with hybrid formats where you have the physical and online platforms combine. The question we are asking ourselves is can we make the same revenues from online events as physical ones? We have been spoiling our network with a lot of free events and webinars over the past couple of months and chambers should now find the courage to charge for online events as it not sustainable for them to be free of charge.



While chambers working with each other within trade blocs and countries is very common, international co-operation is less frequent. Bigger chambers rely on their international delegations to represent members abroad - something that has become practically impossible in recent months. When combined with a great degree of similarity in the work chambers are doing to combat COVID-19, there is a unique opportunity to start developing common products and services for members across chambers.



Langfang initiative with Italian Trade Commission, American Chamber of Commerce in China, China-Britain Business Council, German Chamber of Commerce in China, and The Hong Kong Trade Development Council this May, which calls for the international chamber of commerce on jointly coping with the pandemic impact and strengthening international cooperation. This initiative calls for working together to form strong synergies to beat the pandemic, to advocate multilateralism and free trade rules, to establish a cooperation mechanism in the post-pandemic era, to reduce the impact of the pandemic for enterprise, to build online investment and trade platform.



# RECOMMENDATIONS

## MOVING CHAMBERS OF COMMERCE FORWARD

The research has highlighted that chambers of commerce have been adapting their services and focusing on the areas that are most important for businesses at this point in time. In general, chambers recognise that they are doing what they can to currently help members.

Yes, when I recall all the sleepless nights our chambers have been tirelessly working to serve their members, I think we are (doing all you can to support members).

However, this outbreak has also forced chambers of commerce and their membership to adapt. This has taken two forms: the adaptations required to “weather the storm” of COVID-19, and embracing the longer term changes that the economic impact of COVID-19 is accelerating.

In most, if not all of these areas there is the clear opportunity for chambers to collaborate with each other, and share knowledge internationally. At the moment, collaboration is mainly within countries and trade blocs, and while there have been some examples of cross-chamber collaboration, these tend to be limited in scope and frequency.

**When looking forward, some potential areas to collaborate on are:**

### Short term coronavirus response

- Short term best practice to help in adapting to digital and remote working (especially among SMEs who are likely to have fewer income streams and less internal expertise)
- Movement away from in-person to online events and participation
- Training on resilience, crisis planning, communications, budgeting without causing fundamental business harm, etc.
- Responding to particular government needs that are initiated in one country and become common across the world (e.g. track and trace apps)
- International standards of back to work hygiene
- Creation of online marketplaces to facilitate exchange

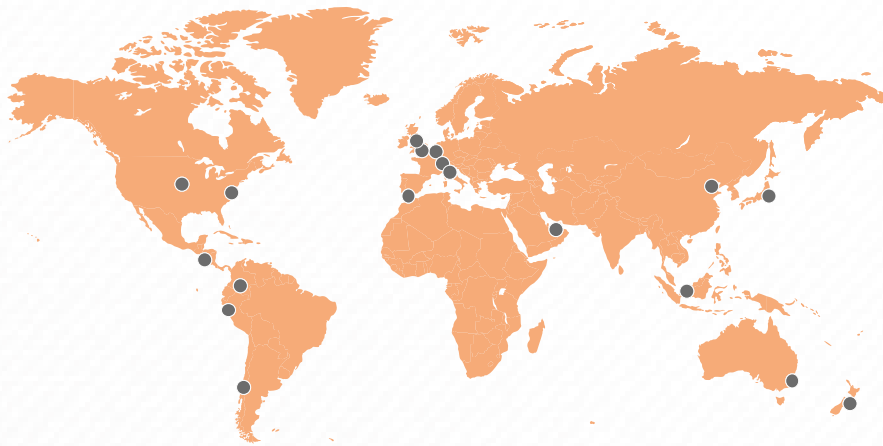
### Longer term business adaptation

- Greater focus on integrating sustainable business development into business models
- Points of view on how best to handle large numbers of employees working remotely
- Accelerating companies going through the process of digital transformation
- Access to international business opportunities as business travel becomes more restricted
- Greater integration between chambers of commerce, businesses and other community groups

# APPENDIX

## METHODOLOGY

This report covers the key findings from 18 interviews conducted by the Dubai Chamber of Commerce via video conference or, in a few cases, via emails. The interviews were conducted between the 8<sup>th</sup> and 22<sup>nd</sup> of June.



The full list of interviews is as follows:

Name	Position	Organisation
Vincent Subilia	Director-General	Geneva Chamber of Commerce and Industry and Services
Wouter van Gulck	General Manager	Federation of Belgian Chambers of Commerce
Adam Marshall	Director-General	British Chambers of Commerce
Peter Hill	President	Santiago Chamber
Javier Zepeda	Executive Director	Guatemala Chamber
Yu Min	Director - General of the ICC Affairs Department	China Chamber of International Commerce
Chung Lai Thoe	Executive Director	Singapore Business Federation
Salvador Fernandez	Managing Director	Sevilla Chamber of Commerce and Industry
Tiffany Tauscheck	Chief Strategy Officer	Greater des Moines Partnership
Peter Bishop	Chair	CC WCF International CO Council
	Deputy Chief Executive	London Chamber of Commerce and Industry
Nicolás Uribe Rueda	Executive President	Bogota Chamber of Commerce
Will Burns	VP of Communications and Networks	Association of Chamber of Commerce Executives
Jasreel Fong	Strategy and Planning Manager	Business Australia
Chikara Shimizu	Deputy General Manager	Japan Chamber of Commerce and Industry (JCCI)
		Tokyo Chamber of Commerce and Industry (TCCI)
Guido Cerrato	General Manager	Torino CCI Economic Development Area
Michael Barnet	Chief Executive	Auckland Business Chamber
Carlos Zaldumbide	Executive Director	Quito Chamber of Commerce
Hassan Al Hashemi	VP International Relations	Dubai Chamber of Commerce and Industry