

CC2025

CHAMBER OF COMMERCE STRATEGY FOR 2025

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Horizon 2025

Planning for the future today



Since 1841, the mission of the Chamber of Commerce has been to protect and promote the interests of Luxembourg's economy and businesses. This public institution – a status bestowed upon it by law – fulfils its role in the broadest sense, offering businesses at any stage of their development a wide range of services, in response to greatly varying needs.

As membership within a professional chamber is mandatory in Luxembourg, the Chamber of Commerce is highly representative of the national economy and affiliated member companies. It currently counts 90,000 affiliated member companies, corresponding to 75% of wage employment and 80% of the GDP in Luxembourg. It is thus the largest professional chamber representing the country's employers. Its scope includes all business sectors apart from crafts and agriculture. The Chamber of Commerce's representativeness gives it the authority to act as spokesperson and legal representative for its members' interests.

The Chamber of Commerce adjusts its strategic vision regularly in order to take into account changes in the economic environment and the evolving needs and priorities of its affiliated businesses. As such, in 2017, the Chamber of Commerce began a strategic review process, taking a holistic, participative approach that includes businesses, the elected members that make up its plenary assembly, and its staff, as well as professional associations and federations. This broad consultation featured a strategic orientation survey including all members in order to find out what business leaders expect of the Chamber of Commerce going forward. The Chamber of Commerce Strategy 2025 summarises the results of this important review and consultation, and presents the Chamber of Commerce's values, vision, mission and strategic and operational objectives for the 2025 horizon.

Through an effective client-based approach, the Chamber of Commerce gives its member companies a central

role in its deliberations, basing its actions on how it can create value for them and delivering services adapted to their constantly changing needs and expectations. The quality of services provided is a constant, key concern for the Chamber of Commerce.

In its CC2025 Strategy, the Chamber of Commerce takes into account major international trends, European socio-economic change, and arising challenges specific to Luxembourg. Continued access to qualified labour, a key enabler for economic development, is crucial to future innovation and sustainable growth. In addition to talent attraction, the Chamber of Commerce will be working on skill development through effective vocational training in the years ahead. Digitalisation, which is already shaking up societal and business models, will continue to transform the economy over the coming years, and will be the Chamber of Commerce's focus for the 2025 horizon, not just at a macroeconomic level but also in terms of promoting and supporting businesses. As Luxembourg's economy is very open to foreign markets, priority will also be given to the ongoing development of economic promotion and support to business internationalisation.

On an internal level, the priorities will be 1) digitalisation of internal working methods and resources for interaction with Chamber of Commerce stakeholders, 2) development of the Chamber of Commerce group through an optimised alignment of different entities and initiatives, and 3) expanding communication and interactions with members.

Through these initiatives, the Chamber of Commerce intends to remain the reliable, renowned and committed partner that it has always been to Luxembourg businesses, professional associations and federations, the government, and the general public.

Luc Frieden
President

Carlo Thelen
CEO / Director General

Our vision 2.

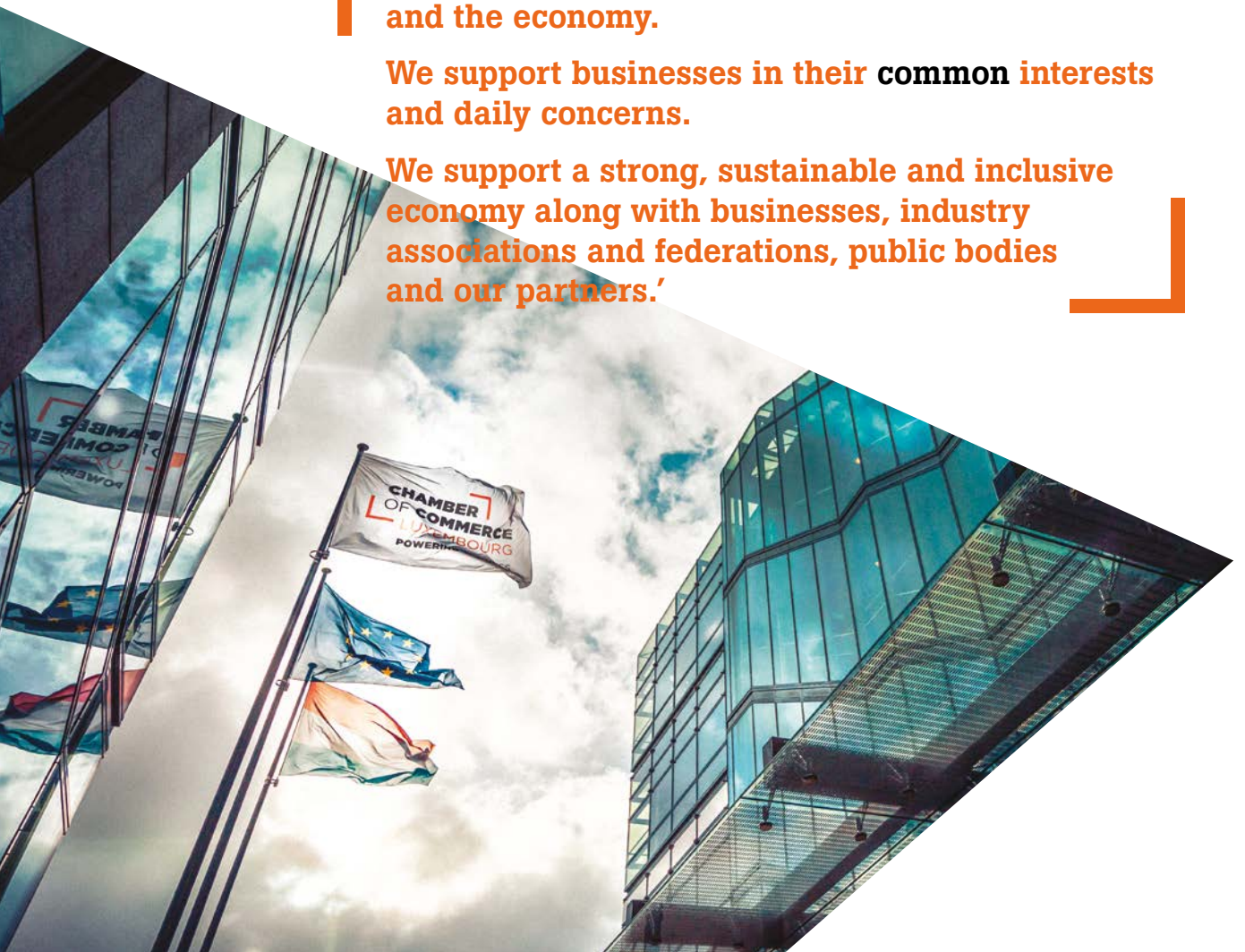
In a rapidly changing socio-economic environment, businesses often face multiple challenges, both within business sectors and also in the very organisation of individual companies needing to evolve and adapt. Competitiveness, profitability, the availability of qualified, skilled labour, the uncertain future of free trade, digitalisation, ecological transition and innovation are now concerns shared by all sectors.

With a clear vision, the Chamber of Commerce conveys its ambitions and commitments for 2025, aiming to support businesses in their common interests and daily concerns and, as a trusted partner, creating value for them and the economy.

'We are the trusted partner for businesses and the economy.'

We support businesses in their common interests and daily concerns.

We support a strong, sustainable and inclusive economy along with businesses, industry associations and federations, public bodies and our partners.'





**Entrepreneurship
is at the heart
of a strong,
sustainable
and inclusive
economy
and society.
We are a trusted
partner in creating
an attractive
environment
in which economic
activity can flourish.**

2025

Located in the heart of the entrepreneurial ecosystem and supported by businesses, we are the **'House of the Luxembourg Economy and Businesses'**. We advocate for the prosperous and sustainable development of businesses in a way that benefits society and future generations, so that we can offer companies, employees, talent, and foreign investors a business-friendly environment and a high quality of life on a long-term horizon.

In collaboration with our member companies, industry associations and federations, public stakeholders and partners, we are actively shaping tomorrow's economy by supporting conventional and emerging industries, protecting and promoting their interests and providing a dedicated service offer. We are also creating initiatives, projects and infrastructures that contribute to a competitive and global entrepreneurial ecosystem.

We also foster a close collaboration with businesses, who are at the forefront of our concerns and who guide our strategy and action. We liaise purposefully and positively with our members, especially micro, small, and medium-sized businesses (VSEs and SMEs), to create value for them with a diverse range of quality services adapted to their needs.

As a representative and defender of the interests of businesses, we promote entrepreneurial values in society and encourage entrepreneurial activities as a source of growth, innovation and employment, especially for the younger generation.

As the **'House of the Luxembourg Economy and Businesses'** and a trusted partner, we are a recognised meeting point within the Luxembourg economy, fostering a business climate with the right conditions for entrepreneurs to prosper.

With a forward-looking approach, we promote business transitions towards new operating models as well as emerging activities based on sustainable production and business models and qualitative growth. We support businesses to succeed in their digital transformation.

To prepare for the economy of tomorrow, we promote initial vocational training and continuing education, the implementation of new technologies, and attraction of talent and startups who can increase the potential for innovation and develop cutting-edge solutions.

As a representative for businesses, we are committed to improving general conditions to make Luxembourg a highly attractive, first-rate location for business activities. To this end, we articulate and advocate businesses' needs to government bodies and raise awareness of entrepreneurs' concerns by engaging in constructive dialogue.

Internationally minded, we support free trade and help businesses to benefit from regionalisation and internationalisation opportunities.

Our core values and guiding principles are the cornerstone of our work. Reflected at all levels of our organisation, they clearly show our responsible and ethical commitment. Known and valued by our members, partners, and employees, these values and principles constantly guide us in our mission.



Mission statement 3.

The Chamber of Commerce is the flagship institution of Luxembourg's economy and businesses, representing all businesses operating in the industrial, commerce, banking and finance, insurance, services, and HORECA sectors.

In fulfilling a general economic interest mission, the Chamber of Commerce is committed to adding value for:

- Luxembourg businesses, by protecting and promoting their interests and by providing – directly or through external entities – a wide range of services to support them throughout their company life cycle and enable them to become more competitive, address future challenges, and develop their business sustainably
- Luxembourg society, by contributing to enhance the attraction of the Grand Duchy as a dynamic, prosperous and sustainable marketplace, and hence a source of well-being for all.



Our values

Plenary Assembly on 3 April 2019: Luxembourg Deputy Prime Minister and Minister of the Economy, Etienne Schneider, alongside President elect Luc Frieden, Honorary President Michel Wurth, as well as serving and substitute elected members.

Our values and guiding principles reflect our commitment and guide our strategic decisions. They are shared and applied by all elected members, directors and employees when making decisions, carrying out work, and liaising with businesses and stakeholders. They form the basis for the Chamber of Commerce's strategy, governance and organisational culture, and ensure consistency in our actions.



CLIENT FOCUS

We act as a service provider and treat our members and partners as clients.



SERVICE MINDED

We listen to businesses and clients to understand their needs and deliver the services that they expect.



FORWARD-LOOKING

We anticipate the trends and changes that will affect tomorrow's economic world, and work towards sustainable socio-economic development.



ENTREPRENEURIAL SPIRIT

We promote an entrepreneurial spirit centred on spotting opportunities, undertaking initiatives, applying innovative creative solutions, and generating results.



COMMITMENT

We mobilise all of our skills and experience to provide our clients with quality services in a positive, proactive way.



COLLABORATION

We build sustainable partnerships with our stakeholders and nurture a collaborative approach inside our organisation by sharing our knowledge and best practices with team spirit.



AGILITY

We are reactive, adaptive and proactive in response to socio-economic change and our clients' requests for rapid and effective solutions.



EFFICIENCY

We ensure intelligent and efficient use of our resources, and welcome change.



INTEGRITY

We act honestly, fairly, impartially, and with respect for others in everything we do.



RESPONSIBLE

We take responsibility for our work, honour our commitments, and act in a socially responsible way.



EXCELLENCE

We strive for excellence in everything we do by supporting skills development, ongoing professional training, and the personal satisfaction of our employees.



TRANSPARENCY

We report on our decisions and management in accordance with and within the limits of our institution's laws, rules, and regulations.

Our guiding 5 principles

Our guiding principles transcend our organisation and form a solid basis for our work and governance. Our commitment to serving businesses and developing the Luxembourg economy sustainably allows us to fulfil our legal obligations with credibility and forge a relationship of trust with our businesses and partners, the government, and society as a whole.

General economic interest of our members:

Articulating, protecting, and promoting the general economic interest of our members is part of our DNA and is guaranteed by our representation of all business sectors and all sizes of enterprises under the mandatory membership system. The interests of different sectors are balanced within our decision-making bodies to establish a common position that reflects the general economic interest.

Involvement of businesses:

Our decision-making bodies, namely the Plenary Assembly, Bureau and specialised committees, are elected and are representative of the economy. Through these bodies, we encourage effective democratic involvement from those who contribute to the country's economic development.

Solidarity:

We are committed to our member companies in everything we do. Equally, many companies get involved in, and help expand, our work on a voluntary basis to benefit Luxembourg businesses. Our funding is based on the principle of solidarity in which large firms pay more, while a vast majority of small and medium-sized enterprises (SMEs) make a minimal contribution.

Subsidiarity:

We complete the missions assigned to us by the legislator and limit our remit to avoid competing with our member companies. Within the scope of our legal missions, we undertake initiatives aimed at supporting Luxembourg businesses and the national ecosystem while counterbalancing certain market weaknesses. At the same time, we focus on our key competencies and limit our action to areas of need in the market.

Independence:

The ethos of our work is that it is independent and objective. Commitment to these principles is a result of our specific responsibility as a public institution with wide representation due to compulsory membership. The financial autonomy that this gives us guarantees our independence, neutrality, and freedom of action.

Sustainability:

We promote a resilient, sustainable, and inclusive economy, which is the basis of all wealth creation, societal development, and public well-being over the long term. Our sustainability objective is rooted in our legal mission, which ultimately aims at a prosperous development of the national ecosystem that allows businesses to develop sustainably, ensuring solid economic growth for the whole country. Committed to future generations, we advocate sustainable development that goes beyond specific short-term interests.

Open dialogue:

We are committed to our socio-economic convictions and values and achieve this through open dialogue with our stakeholders. As a partner to the government, we provide constructive criticism and serve as an effective channel between Luxembourg's public authorities and businesses, following a real bottom-up approach.

Responsible management:

As loyal proponents of responsible management and to ensure that our members make a return on their investment, we ensure that our governance is efficient and our organisation professional and modern so that we can monitor, manage and limit the risks inherent to our activity. Our financial resources are used exclusively for general economic interest missions assigned to us by the legislator.

Our commitment to quality



At the Chamber of Commerce, we target excellence in everything we do. Every day, we endeavour to provide the best possible services to our member companies and, more generally, to all of our partners.



We understand that quality is 'a culture that results in the behaviour, attitudes, activities and processes that deliver value through fulfilling the needs and expectations of customers and other relevant interested parties', in accordance with ISO 9000:2015.



Since 2006, we have been rolling out a quality management system to ensure consistency in the organisation of all activities and services for our members, resulting in ISO 9001:2015 certification for these activities and services.



Our quest for constant improvement also incorporates our commitment to sustainable development. The Chamber of Commerce has also received the Socially Responsible Enterprise certification (the *Entreprise Socialement Responsable*, ESR, label) from the Luxembourg National Institute for Sustainable Development and Corporate Social Responsibility (INDR).



Presentation of the ISO 9001:2015 Certificate on the 7th of February 2018

Our objectives

Within the framework of the missions assigned to us in light of the amended Law of 26 October 2010 on the reorganisation of the Chamber of Commerce, our work is based on the following seven objectives:



1

Contribute to the future of the economy from a sustainable development perspective, and lead public debate as a spokesperson for businesses and general economic interests.



2

Work towards an attractive legal and regulatory environment conducive to sustainable development for businesses.



3

Promote entrepreneurial spirit, economic diversification, and support the creation, development, internationalisation, and transfer of businesses.



4

Develop a qualitative professional training offer to support businesses, their leaders, and staff to develop their skills and promote work-based learning (dual vocational education).

Our means *(non-exhaustive list subject to change according to the needs expressed by businesses)*

<ul style="list-style-type: none"> • Carrying out surveys on a national, European and international level with analysis and interpretation of results • Organising a lab to stimulate independent ideas on the country's sustainable development and general economic interest (the 'think tank' <i>Fondation IDEA</i>) • Publishing research papers on issues of paramount importance to the country's economy and future (e.g. <i>Actualité et tendances</i>) • Organising conferences, debates, and round tables on the country's current affairs and economic development 	<ul style="list-style-type: none"> • Drafting official opinions on Luxembourg bills of law and draft regulations, in close collaboration with the sectors and professional federations concerned • Drawing up proposals and concrete initiatives on legal and regulatory matters • In exceptional cases, drafting bills of law to present to the government and parliament • Operate a permanent office in Brussels to ensure close communications with European institutions and to monitor the progress of European briefs going through legislative procedures (draft directives) 	<ul style="list-style-type: none"> • Developing and providing a customised service offer for entrepreneurs and established business owners • Supporting business creation, development and transfer (House of Entrepreneurship) • Promoting economic and commercial relations abroad through the organisation of economic missions, accompanied visits to trade fairs, and providing joint national exhibit stands • Arranging information sessions on international trade • Hosting foreign delegations • Supporting digital transition (Go Digital programme) • Supporting innovative businesses and the startup ecosystem in Luxembourg (House of Startups) • Managing the Luxembourg-City Incubator • Promoting entrepreneurial values and liaising between the business world and educational institutions (school-business programme) 	<ul style="list-style-type: none"> • Developing and providing vocational training and continuing education adapted to the needs of businesses and private individuals (House of Training) • Organising higher education in evening classes (<i>ISEC – Institut Supérieur de l'Economie</i>) • Promoting apprenticeships and the benefits of initial vocational education for stakeholders and the public at large (WinWin campaign) • Managing nearly 2,000 apprenticeships in 30 professions within the commerce, industrial, hospitality and catering services, and socio-educational sectors • Supporting apprenticeship contract conclusion through the TalentCheck programme that assesses the skills of students who want to start an apprenticeship • Tackling unemployment by supporting professional reorientation, reskilling and employment schemes (Fit4Entrepreneurship programme)
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Act as an enabler by implementing initiatives, projects, and infrastructures that contribute to the progress of both businesses and society overall.

Contribute to an information and communication culture by producing and publishing reliable information on Luxembourg's economy and businesses.

Develop the Chamber of Commerce's internal organisation and governance to efficiently and professionally carry out its legal missions, and to design, develop, and deliver quality services that satisfy members' evolving needs.

- Taking part in specialised committees, working groups, and research and advisory circles
- Initiating and supporting infrastructures furthering the country's general economic interest and promoting a favourable entrepreneurial ecosystem
- Evaluating the needs of businesses and the economy with a view to creating relevant entities and services that can support a forward-looking vision, add to the entrepreneurial ecosystem, increase economic diversification, and support the international development of businesses
- Promoting a dynamic development of the Greater Region and cross-border cooperation
- Bringing together professional organisations, institutional partners, and business communities within the Chamber of Commerce property complex that functions as the overall 'House of Luxembourg Economy and Businesses'.

- Informing the public about business news, sharing success stories, and showcasing projects in the business community in the Merkur magazine, weekly newsletters, publications, social media, etc.
- Collecting, analysing, and structuring information with a view to sharing this information
- Exchanging views and information with members and other stakeholders to identify their needs in terms of content and communication
- Adapting continuously to new media channels
- Providing factual, analytical, and detailed information about the country's socio-economic reality and thereby facilitating the target audiences' insight and fair understanding of the issues at stake

- Regularly evaluating the needs and expectations of businesses and the economy
- Maintaining close relations with member companies and regularly adapting activities based on their needs, concerns, and expectations
- Providing effective, high performance IT infrastructures, digital resources, and means of communication (Digital CC)
- Providing and maintaining a modern, representative, and functional conference and training centre for the business community
- Ensuring stringent and transparent financial management
- Implementing a corporate social responsibility (CSR) policy, and putting sustainable development at the core of the organisation
- Setting up a knowledge management system

The Chamber of Commerce Group

HOUSE OF STARTUPS

The House of Startups is a hub for incubators that contributes to developing the startup ecosystem in Luxembourg and, as a laboratory for the economy of the future, promotes innovation and economic diversification.



Founded in 1987, Key Job has specialised for more than 30 years in training courses in IT, and more recently in the field of personal development. They offer a range of products from courses in standard office software, to multimedia systems, to high-level technical courses. Key Job's mission is to help Luxembourg businesses acquire the skills needed to successfully implement the digital transformation of their activities and processes.



A *joint venture* between the Chamber of Commerce and the City of Luxembourg, the Luxembourg-City Incubator is dedicated to supporting startups developing advanced solutions in sectors such as urban technology, the environment, commerce, construction, tourism and logistics.



Conference and exhibition centre in the Kirchberg district of Luxembourg City.

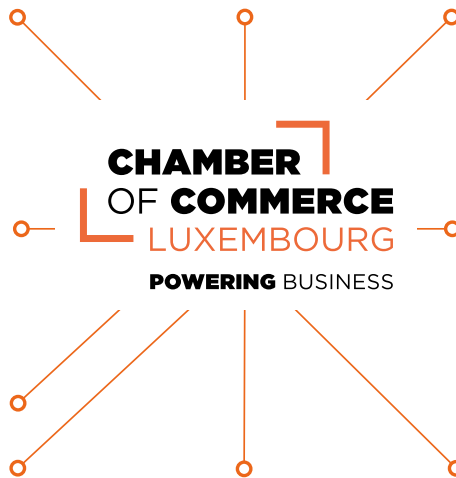
HOUSE OF ENTREPRENEURSHIP

As a platform that brings together all stakeholders in the Luxembourg business creation value chain, the House of Entrepreneurship offers a range of services to businesses throughout their life cycle (information on business set up, development and transfer, digitalisation, networking, mentoring, prevention).



HOUSE OF TRAINING

Founded in 2015 by the Chamber of Commerce and the Luxembourg Banker's Association (ABBL), the House of Training's main purpose and mission is to offer multisectoral, professional continuing education in a wide variety of fields. As a leading partner in the field of professional continuing education, the House of Training supports and advises companies, their managers, and employees in developing their skills and knowledge in order to better prepare them for the challenges of the future.



Based at the House of Entrepreneurship, the *Mutualité de Cautionnement* facilitates access to bank credit for both conventional and innovative Luxembourg businesses, supporting their loan applications and influencing the terms offered by their banks.



The *Institut Supérieur de l'Économie* (ISEC) is a higher education institute founded in 2016 by the Chamber of Commerce and the Chamber of Skilled Trades and Crafts. ISEC offers bachelor's and master's courses for professionals from Luxembourg and the Greater Region who want to develop within their company and obtain a university degree. In order to be able to offer its students internationally recognised university degrees, ISEC has established a network in close cooperation with several high-level partner universities in different countries.



IDEA is an independent think tank initiated by the Chamber of Commerce and acts as a lab for new ideas on sustainable development in Luxembourg. Autonomous and multidisciplinary, IDEA helps contribute to the improvement of the quality of public debate by fuelling it with socio-economic analysis and suggesting innovative ways of meeting the major challenges of tomorrow.

In recent years, the Chamber of Commerce has chosen to set up dedicated entities in order to meet different needs in the economy and broaden its diverse service range.

At the same time, the Chamber of Commerce has also decided to acquire interests in several external entities to strengthen its activity and the economy in general.

The new Chamber of Commerce group aims to reflect the organisation and structuring of the Chamber of Commerce's services and involvement in numerous entities working for the interests of businesses and the economy. This approach should also guarantee closer alignment between the group's different entities and the Chamber of Commerce's global strategy, the challenge being to unify and ensure greater coherence of the work carried out in the interests of businesses and the economy.

Overview of the entities, sectors, and federations supported by the Chamber of Commerce in diversifying and developing the Luxembourg economy (investment, sponsoring, etc.)

Entities that fall within the Chamber of Commerce's remit	Sectors & sector diversification	Professional associations and federations
<p>ENTREPRENEURSHIP</p> <p>Jonk Entrepreneuren nyuko Civil and Commercial Mediation Centre Chamber of Commerce Arbitration Centre Guichet Unique PME du Nord Luxembourg Business Registers Luxembourg Business Angels Network (LBAN) Fédération des jeunes Dirigeants (FJD) Business Support GIE</p>	<p>TOURISM & MICE</p> <p>Luxembourg for Tourism Luxembourg Convention Centre MICE Cluster Regional Tourism Offices Luxexpo (CC Group)</p> <p>LOGISTICS</p> <p>Cluster for Logistics</p>	<p>PROFESSIONAL ASSOCIATIONS AND FEDERATIONS</p> <p>UEL ABBL ACA clc HORESCA FEDIL LIMSA etc.</p>
<p>INTERNATIONALISATION</p> <p>Office du Ducroire Luxembourg Business Clubs in Berlin, Paris and Brussels Enterprise Europe Network Eurochambres</p>	<p>MARITIME</p> <p>Maritime Cluster</p> <p>FINANCE</p> <p>Luxembourg House of Financial Technology (LHoFT) Luxembourg for Finance (via PROFIL)</p>	
<p>ECONOMY</p> <p>Fondation IDEA</p>	<p>DIGITALISATION</p> <p>Lu-CIX InCert Luxtrust</p>	
<p>TRAINING</p> <p>Worldskills Luxembourg University of Luxembourg (Master of Entrepreneurship & Innovation) Key Job S.A.</p>	<p>DIVERSIFICATION</p> <p>Luxinnovation GIE Luxembourg @ Expo Dubai 2020 Luxembourg Trade and Investment Board</p>	

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