

A SPECIAL INVITATION TO ATTEND

ECLO's 8TH INTERNATIONAL CONFERENCE

LISBON
MAY 16-18, 2001



THE DISCOVERY OF THE LEARNING ORGANISATIONS: THE NEW MANAGEMENT FRONTIER

Raise your Company Profile at the ECLO Conference

There will be a number of ways to further raise the profile of your company at this International Conference. The number of display spaces is limited by the space constraints of the venue, but this does of course mean that those who do choose to display are guaranteed excellent access to the audience and excellent exposure of your brand at the expense of your competitors. Space will be allocated on a strictly first come first serve basis.

Sponsorship packages can be tailored to suit budgets and needs. There is a whole range of options.

To discuss any of these options in more details, please contact:

Mrs Brigitte Casteur,
ECLO Office Manager
Tel: +32 (0)10 24 16 00
Fax: +32 (0)10 24 79 73
E-mail: info@eclo.org

With: Arie de Geus



We are very proud to have as a speaker the internationally renowned expert on Learning Organisations, Arie de Geus.

Arie, is a former Director of Shell International. He is also a visiting Fellow at the London Business School and was involved in the creation of the Sloan School's Organisational Learning Centre. Since his retirement, he has been Head of an Advisory Group to the World Bank (1990 to 1993) and advisor to many Government and private institutions.

5 EASY WAYS TO REGISTER

- return the form on page 12
- Tel: +32 (0)10 24.16.00
- Fax: +32 (0)10 24.79.73
- web: www.eclo.org
- email: info@eclo.org

LEAD SPONSOR

Aga Khan Foundation



Ismaili Center, Lisbon



HOST AND SPONSOR



OTHER SPONSORS



+ Pre-conference workshop

A view of Lisbon



www.eclo.org

The Discovery of the Learning Organisation : the New Management Frontier

As has been often stated at previous ECLo conferences: becoming a Learning Organisation is not a goal, it is a journey.

As with any journey, to be well prepared, you need:

- A map shows you where to go
- Vehicles and instruments that help you to get there
- Advice from people who have already done it

We have therefore incorporated a structure into this year's conference by offering 3 thematic strands based on these concepts:

- A 'Thoughts' strand, where you can reflect on theories, new ideas and challenge your thoughts with those of others
- A 'Tools' strand, where instruments will be presented, technology-based and others, and where you can share experiences in the use of these tools
- A 'Testimonial' strand, where people share their experience and present case studies.

It is by thinking about the concepts, confronting them with the instruments and learning about real life experiences, that you will get a clearer picture about the current status of Learning Organisations in Europe.

Another innovation for this year's conference will be a series of presentations which will be presented in the language of our hosts, Portuguese.

When Vasco da Gama sailed from Lisbon in the summer of 1497 with a fleet of four vessels, he started a journey which would open the sea routes from western Europe to the East by way of the Cape of Good Hope, and by doing so ushered a new era in world history. He also helped make Portugal a world power. His journey was only made possible through the vision and support of John II – "The Perfect Prince" – and Manuel I – "The Fortunate", kings of Portugal during that period.

But as with any journey, if you start without a purpose or vision, you are bound to fail or wander aimlessly. During the Munich conference we listened to excellent examples from visionary leaders who had engaged their organisations on this challenging journey. We also heard how their organisations had benefited from this journey. One of the major conclusions of the conference was that a lack of vision and leadership is one of the major stumbling blocks to organisational success.

Thus, in this year's conference, special attention will be given to the role of vision and leadership, not only by some of the presenters and keynote speakers but also by an executive panel on Thursday.

Finally, learning should also be fun: so we have woven a "Journey of Discovery" into the conference. But if you want to know more about this you will have to join us in Lisbon..

KEYNOTE SPEAKER



Arie de Geus,

Former director of Shell International, Head of an Advisory Group to the World Bank and advisor to many Government and private institutions.

BIOGRAPHY

Arie de Geus is an excellent senior speaker with immense credibility on high level Management and Planning.

Arie joined Royal Dutch Shell Group in 1951. His main area of concentration was in finance, culminating in Finance Director and he moved later into general management. He retired from Shell in May 1989. In his last ten years with Shell his interest shifted to subjects such as the 'nature of large corporations', 'their decision-making process', and 'the management of change'. His interest was fed by the unique vantage point he enjoyed at Shell and in March 1988, Harvard Business Review published his article 'Planning is Learning'. In 1979 he was appointed a Director of Shell International.

Since retirement in 1989, he has been appointed as the head of an advisory group to the World Bank, adviser to the Office of the Auditor General of Canada, and adviser to the Dutch Ministry of Transport and Communications.

Arie is a Visiting Fellow at London Business School and has been involved in the creation of the Sloan School's Organisational Learning Centre. He is also a consultant to corporations in the United States, the Netherlands, Sweden, Finland, Germany and South Africa.

After extensive research, his book 'The Living Company' was published in April 1997 and the German Translation 'Jenseits der Ökonomie. Die Verantwortung der Unternehmen' in July 1998. Following its major success in the US, it also took the European business world by storm, and recently achieved second-place in the 1997 McKinsey Awards. The most successful companies are those that are best at learning and understand that effective decision-making is essentially a learning process. His lectures are a stimulating, thought-provoking experience.

PRESENTATION ABSTRACT

- Overall objective: to make the case that managers – whether they are managing New or Old Economy companies – will have to change their priorities from optimising capital to optimising people.

"The Living Company in the New Economy"

The key points:

- Success for commercial companies in the past was linked to the extent that companies succeeded in establishing themselves as a human community of successive generations of people. Even in the capital dependent past, this success was not based in the first place on the maximisation of profits/shareholder value.
- For the present and the foreseeable future, knowledge has displaced capital as the key to corporate success. People, instead of being a "cost" item, have become the source of long-lasting business results. Ergo, managers of New Economy companies will have to be clear in their minds that their top priority

is to optimise people. Instead of running and maintaining a "money machine", they will have to create and maintain a community of people.

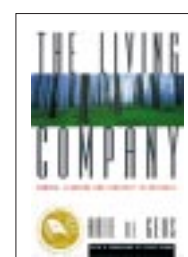
- In economic terms, we have entered a transitional period in which the language, the traditions and, most importantly, the Law still speak about business in the terminology of the capitalist era.
- The economical, managerial and societal consequences are fundamental. Managers of both New Economy and Old Economy companies have to rethink their priorities. They have to make maximum use of whatever knowledge, learning ability and human talent is available in the companies in order to be competitive.
- Many companies already are taking actions that aim, directly or indirectly, to increase the amount of human talent available to them, or alternatively to get their hands on knowledge and ideas from others. Not all of these actions are effective in terms of increasing their survival and long term profitability.

Please note that in order to develop the theme and to cover the contents as described above, I do count on having a slot of a full 60 minutes in the conference.

BIOGRAPHY

Arie de Geus studied economics at Erasmus University, Rotterdam in The Netherlands. He joined the Royal Dutch Shell Group in 1951 and retired, 38 years later, as Group Planning Coordinator. Since his retirement, he has been Head of an Advisory Group to the World Bank (1990 to 1993) and advisor to many Government and private institutions.

His publications include an influential article entitled "Planning as Learning" in the Harvard Business Review (1988), a lecture "Companies, What Are They?" given at the Royal Society of Arts, London (1995) and a book "The Living Company" (Harvard Business School Press, 1997). For the latter publication he received the McKinsey Award and the Edwin G.Booz prize (by Booz-Allen Hamilton/Financial Times) as "The most innovative business book of the year 1997." The book was also named one of the top ten business books by Business Week.

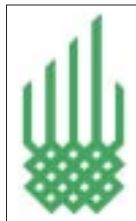


HOST AND SPONSORS

E.C.L.O. wishes to thank the following partners in this major event

LEAD SPONSOR

The Aga Khan Foundation



The Aga Khan Foundation is a private, international development agency committed to supporting disadvantaged communities irrespective of race, religion or political persuasion. It is a part of the Aga Khan Development Network (AKDN), a group of institutions working together to improve peoples' living conditions and opportunities in certain areas of the world. AKF was established by His Highness the Aga Khan in 1967, in the belief that everyone should have the opportunity to find the dignity that goes with self reliance. AKF operates on the principle that effective social and economic progress is based on partnerships - with individuals, communities, businesses and governments.

<http://www.fakp.pt>

HOST AND SPONSOR



GLOBAL CHANGE Consultores Internacionais Associados, Lda. (www.globalchange.pt) is a Portuguese research and consulting company specialising in the fields of Human Resources Management/Development and Performance Improvement Systems. The company relies on the knowledge and experience of a team of consultants with from 5 to 20 years experience in the Portuguese market. They work with all sizes of businesses from SME's to large multinationals.

Its core business focuses on the areas of Management Assessment & Development, performance improvement systems implementation (Human performance technology), Change Management, Total Quality Management and Organisational Learning systems implementation.

Over the past four years, the team that runs GLOBAL CHANGE has been responsible for managing training & learning programmes (integrated in organisational learning & development or performance improvement projects) in more than 20 large, medium and small companies in Portugal and Spain. Overall, during this period, more than 25,000 employees, from different organisations have been involved in the development and performance improvement projects managed by these experts. The team is experienced in managing European Projects dealing with organisational development and local and regional development issues.

GLOBAL CHANGE has established formal partnerships with several expert networks, namely the ISD Group, INSA – IBM GLOBAL SERVICES, Management Research Group (MRG), the European Consortium for the Learning Organisation (E.C.L.O.), the International Society for Performance Improvement, and the European Polycentric Network for the Learning Organisation in SME's.

GLOBAL CHANGE also represents, in the Portuguese market, CORVU's Performance Management Systems (www.corvu.com). GLOBAL CHANGE consultants are certified using corporate assessment tools from Management Research Group (www.mrg.com), the Center for Creative Leadership (www.CCL.org), CELEMI Knowledge solutions (www.celemi.com), ENTOVATION Knowledge Innovation Assessments (www.entovation.com).

<http://www.globalchange.pt>

OTHER SPONSORS

Stretch Learning



MIND THE GAP

At Stretch Learning, we bridge the gap between the deliverer and the receiver in any given communication situation - and some more. We stretch people by engaging them totally in the learning process and enabling them to apply what they are learning to their personal and professional lives and to achieve results.

We also help organisations to make their learning goals match their business needs . Our innovative approach ensures that messages are conveyed clearly and effectively with communication techniques that capture and retain the attention of any audience.

Thanks to us, learning becomes an enjoyable and unforgettable experience.

To learn more, contact Tim Andrews by email at learnmore@stretchlearning.com
Tel/fax +44 (0)1494 443 554

<http://www.stretchlearning.com>



Pachatours is happy to support the participants to the ECLLO conference in their travel organisation and hotel reservations.

PRE-CONFERENCE WORKSHOP

May 15, 2001 from 14:00 to 18:00



Sponsored and organised by Stretch Learning



Facilitator: Tim Andrews

Tim has been involved in Adult Learning for the past 15 years, using creative techniques from a variety of sources.

He founded Stretch Learning on learning principles he put into practice to gain his Bachelors Degree just 8 years ago.

Tim's unique approach to learning stems from what he calls 'a learning difference' in the way he absorbs and presents information.

His key strength is examining (and experiencing) the gap between delivery of knowledge and the learner. As a result, he has come to be known as a 'professional learner', delivering workshops and inspirational sessions throughout the world.

Tim is on the Board of International Alliance for Learning (IAL) and has been a member of European Consortium for the Learning Organisation (ECLO) since 1997.

ENHANCING THE LEARNING

Stretch Learning will be leading you on this voyage of discovery of how to close the gap between deliverer and receiver in any communication situation.

Includes:

- Best practice in delivering complex topics
- Creating a learning environment
- Designing an effective learning module
- Delivery of tools and techniques

Come and join us in this fast paced yet safe learning workshop.

Only 200 euros - Don't miss this opportunity !

This pre-conference workshop will also take place at the Aga Khan Foundation, Ismaili Centre, Lisbon

Address:

R. Abranches Ferrão
Av. Lusíada, 1600-001 - Lisbon
Portugal

Tel. +351 21 722 90 00
Fax +351 21 722 90 10

13:00	Registration
14:00	Workshop start
18:00	Workshop end

TO REGISTER, refer to form on page 12 (at the back of this flyer)



Come and join us in this fast paced yet safe learning workshop



Views of Lisbon

THE DISCOVERY OF THE THE

8th ANNUAL CONFERENCE LISBON 16-18 MAY

Hosted by Global Change Consultores Internacionais

VENUE

The conference will take place at the Aga Khan Foundation, Ismaili Centre, Lisbon

Address:
R. Abranches Ferrão
Av. Lusitana, 1600-001 Lisbon, Portugal

Tel. +351 21 722 90 00
Fax +351 21 722 90 10

ACCESS

• By air:

Portela, Portugal's international airport, lies on the north-eastern fringes of the city, within sight of the Ponte Vasco da Gama. An airport shuttle bus departs every 20 minutes.

• By rail:

Trains from Spain, France or the north of Portugal arrive at Santa Apolónia station (888 4025); ticket office open 6am-11.30pm. The station is beside the river.

• By Taxi:

Taxis in Lisbon are thick on the ground and inexpensive. Newer cabs are cream coloured.

Taxis from city centre to the conference centre will take 10 to 15 min. and will cost about 600 escudos (3 euros).

The standing charge is 250 escudos, and the fare is supposed to be 10 escudos per 135 metres, and each 30 seconds when stopped. At night, from 10pm-6am, weekend and holidays, the rate is for every 109 metres.

There are 24-hour dial-a-cab services on 811 9000 (Radio Taxis de Lisboa), 793 2756 (Autocoop) and 811 1100 (Teletaxis) with an additional rate of 150 escudos.

TIMING

The conference will run from 09:00 on Wednesday, May 16 to 13:30 on Friday May 18, 2001 (see detailed conference programme on pages 8 and 9)

SPEAKERS

Conference speakers represent different European countries. They come from a variety of backgrounds including academic institutions, public sector, consultants and business.

AUDIENCE

- All those involved in human resources and organisational development as practitioners, researchers and consultants.
- Functional line managers of enterprises of any size from both the public and private sector.
- Human resource managers, trainers and professionals
- Organisational development managers and professionals
- Academic researchers interested in organisational development and human resource development.
- Consultants in HRD and learning organisations.

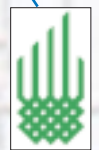
LANGUAGE

The official language of the conference is English with parallel sessions in Portuguese (see programme).

PUBLICATION

E.C.L.O. intends to make the proceedings of the conference available on CD-ROM which will be distributed to all the participants during the conference.

These publications will also appear on our website (www.eclo.org) in the members' zone.



metro station:
LARANJEIRAS

E.C.L.O. 2001

THE LEARNING ORGANISATIONS: NEW MANAGEMENT FRONTIER

CONFERENCE MAY 2001

Associaçoes, Lda.



ABSTRACTS

You can find all the abstracts of the presentations on our website (www.eclo.org). You will find there, the title; the speakers details and a short description of the presentation. Should you wish to know more about a particular presentation, please do not hesitate to contact the speaker directly. This information is made available to you to encourage discussion prior to the event in order to maximise the learning experience. We encourage you to visit our website (www.eclo.org) and engage in an early discussion with the speakers.

REGISTRATION

On page 12 of this issue, you will find a detailed registration form, alternatively you can enrol via our website (www.eclo.org).

CONFERENCE FEES

E.C.L.O. Member: 725 euros and E.C.L.O. Non Member: 950 euros. This includes all conference materials, off-site visits, refreshments, lunches and dinners. Payment must be made in Euro which allows us to levy the conference fee EXEMPT OF VAT.

For any 'Non E.C.L.O.' organisation that decides to join E.C.L.O. within three months of the conference, we will reimburse the difference between the E.C.L.O. members rate and the Non-E.C.L.O. members rate.

The cheapest method, minimising bank charges, of payment is via credit card.

ACCOMMODATION

As with all previous conferences, E.C.L.O. accepts no responsibility for booking accommodation. We do however recommend you choose a hotel in the centre of Lisbon., access to the conference location being very cheap and easy.

Also, our host and sponsor have negotiated a deal with PACHATOURS whom you may contact to assist you for your travel and hotel reservations. Please feel free to email Celeste Ribeiro at celestep@pachatours.pt or e-mail at pdasneves@globalchange.pt

We have also selected some useful websites where you will find all the necessary information.

- Lisbon Tourist office: <http://www.cm-lisboa.pt/turismo>
- Timeout Lisbon: <http://www.timeout.com>
- Try also: - <http://www.worldexecutive.com/cityguides/lisbon/index.html> for information on hotel discounts, along with directions, listings and other info on tipping, dress code and weather.
- <http://www.portugalinsite.pt>

DRESS CODE

During the conference, the dress code is Casual. However, during the Gala Dinner on Wednesday evening, May 17, delegates are requested to dress in business attire.

Please do not hesitate to contact E.C.L.O. Office for any further information.

Tel. +32 (0)10 24 16 00
Fax. +32 (0)10 24 79 73

or by email to
info@eclo.org

WE RECOMMEND YOU BOOK YOUR HOTEL EARLY !

The Discovery of the Learning Organisation: The New Management Frontier

May 16-18, 2001 - Lisbon

Tuesday 15th May - Pre-conference workshop (optional)

ENHANCING THE LEARNING

Come and join us in this fast paced yet safe learning workshop - for details, please refer to page 5

Wednesday 16th May - morning sessions

08:00	Registration and coffee	
09:00	Welcome	M. Nazim Ahmad , Chairman of the Aga Khan Foundation (POR) Official opening from the city of Lisbon Pedro das Neves , Global Change (POR)
10:00	Introduction	Marc Alen , President of E.C.L.O. (BE)
10:15	Ice-Breaker	Tim Andrews , Stretch Learning (UK) & Brian Taylor , Everyway (UK)
11:15	Coffee	

Wednesday 16th May - afternoon sessions

11:45	THOUGHTS	TOOLS	TESTIMONIALS
	<i>Portfolios as Developmental Assessment Tools</i>	<i>HAROLD and The Learning Path</i>	<i>How to Configure Your Corporate University for Success</i>
	Harm Tillema , Leiden University (NL)	Brian Taylor , Everyway (UK) & Antonio Massari (Sud Sistemi, Italy)	Richard Dealtry , MD, IPC (UK)
12:30	Lunch		
14:00	Keynote (POR)		
15:00	<i>IntraLearn TM (online learning platform)</i>	<i>Links between organisations and universities in support of individual and organisational learning</i>	<i>SMEs discovery of Learning Organisation</i>
	Nuno Pena , CNSH (POR)	Jim Stewart , Nottingham Business School (UK)	Luigi Incatasciato , & Barbara De Micheli , ENLOS (ITA)
16:00	Coffee		
16:30	<i>The KITS Project, Creating a knowledge management learning simulation</i>	<i>Creating More Effective Print Companies</i>	<i>A Jungian View on the Learning Organisations</i>
	Mike Kelleher & Andrew Haldane , Learning Futures (UK)	Viki Holton , Ashridge (UK)	Bob Thomas , GlaxoSmithKline Biologicals (BE)
17:30	Close		
17:45	E.C.L.O. Board Meeting (for E.C.L.O. Board Members only)		
20:00	Gala Dinner		

JOURNEY OF DISCOVERY

Thursday 17th May - morning sessions

NB: Sessions in **Blue** will be given In Portuguese

09:00	Beyond Contracting: Strategic Relationship Management-in-Action	<i>E-learning as a Tool for Knowledge Management in Organisations</i>	Learning Support for Small Businesses (LSSB)	MAGIC Project: Measuring and Accounting Intellectual Capital in Organisations
		José Lello (POR)	Sylvia Broadley & Steve Harding , Birmingham Chamber of Commerce and Industry (UK)	ISD (POR)
10:00	Chris Blatern & Murray Anderson- Wallace , Inter-logics (UK) and Andy Simons , Atos-Origin Europe (UK)	<i>IntraLearn TM (online learning platform)</i>	Implementantion of E-Learning systems: lessons learnt	What kind of leadership to succeed in building a L.O.?
		Nuno Pena , CNSH (POR)	Bernard Donnay , New Mind (BE)	Daniel Belet , BLV Learning Partners (FRA)
11:00	Coffee			
11:30	KEYNOTE - ARIE DE GEUS			
12:30	Lunch			

Thursday 17th May - afternoon sessions

13:30	GOA-Trigonum: An easily implementable SME support for Business Excellence (EFQM)	<i>MAGIC Project: Measuring and Accounting Intellectual Capital in Organisations</i>	ENLOS, a polycentric network promoting LO discovery	Developing Local Learning Networks
	Andreas Dalluege , IBK (GER)	ISD (POR)	Luigi Incatasciato & Barbara De Micheli , ENLOS (ITA)	John Dunn, Anita Pickerden & Steve Harding , Birmingham Chamber of Commerce and Industry (UK)
14:30	The Unlearning Organisation	Are Universities Learning Organisations?	Integrated Local Development through Learning Partnerships	A Journey Across The Sea Of Possibilities To Discover Entirely New Learning
	Denis Sherwood , Organica Consulting (UK)	Gillian Jack & Brian Lehaney , University of Luton (UK)	Pedro Das Neves , Global Change (POR) & Maria J. Filgueiras- Rauch (GER)	
16:00	Coffee			
	EXECUTIVE PANEL (Roundtable)			
	Organised by Anette Svensson (SWE)			Arthur Battram , PleXity (UK)
	With the participation of: Jean-Charles Lévy, IBM (BE)			
17:00	Close			
17:30	E.C.L.O. Annual General Meeting (for E.C.L.O. Members & Affiliates only)			

Friday 18th May - morning sessions

09:00	E-learning as a Tool for Knowledge Management in Organisations José Lello (POR)	Creating an SME Learning Network for Hampshire and The Isle of Wight Anthony Felstead , Business Link Hampshire (UK)	<i>E-Learning, Knowledge Management and Innovation in Entrepreneurship Training</i> Eduardo Cruz , Formedia (POR)
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10:15
10:45 **Coffee**

OPEN SPACE
(Including Lunch)

Organised by **Ole Hinz** (DEN) & **Tim Andrews** (UK)

For reasons beyond our control, alterations to the programme may occur.

ACCOMPANYING PERSONS PROGRAMME

Day 1 - Wednesday, May 16, 2001

Cultural Tour of Lisbon
Departure 10:00 from the Conference Centre
Return 16:30



Lisbon



Day 2 - Thursday, May 17, 2001

Visit of Sintra, Estoril and Cascais
Departure 10:00 from the Conference Centre
Return around 17:00



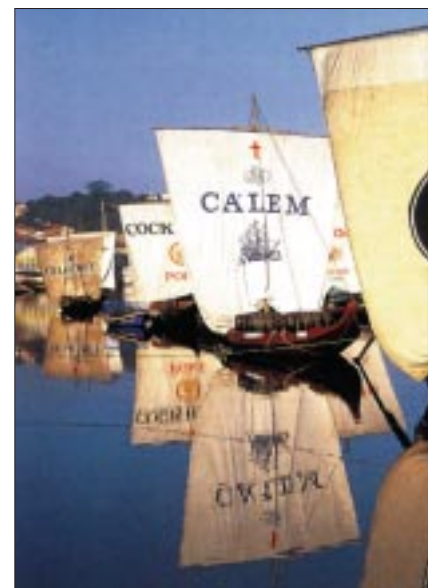
Sintra

Price: 150 euros per person, including transportation and lunch.

To enrol, please fill in the form on page 12 (at the back of this flyer).



Estoril





ECLO was established in 1993 as a not-for-profit organisation based in Belgium. It has members throughout Europe from the private and public sectors, consultancies and academic institutions.

ECLO's Mission Statement is:

- To lead in the development and promotion of the learning organisation concept throughout Europe.
- To assist organisations in Europe in gaining enhanced understanding of the principles and practice of learning organisations.
- To serve the professional interest of members.
- To create spaces and opportunities for the sharing and creation of knowledge on learning organisations

To achieve this mission ECLO seeks to become:

- A Forum: for sharing initiatives and innovations.
- An Observatory: for experiences and assessing them in terms of quality and business outcomes.
- A Laboratory: where Academics and Business partners jointly design and implement R&D projects.
- A Learning Facility: for those who want to know more about learning organisations and to invest in learning activities

In order to support its objectives in a dispersed and transnational context ECLO has:

- Introduced electronic operations to enable European-wide interaction
 - Web site with information to support organisations throughout Europe.
 - E-newsletter to members
 - Discussion forum supported by the TrainingZone
 - Members-only zone to share knowledge and expertise
- Established links to other European and global communities
- Published a newsletter three times per year
- Organised an annual conference since 1994
- Organised and supported in partnership a range of thematic workshops
- Initiated and joined R & D projects to gain greater understanding of the learning organisation concept.
- Joined projects to develop understanding about supporting communities of practice

**For more information about E.C.L.O. and its activities, please visit the website
(www.eclo.org)**



E.C.L.O. 8th INTERNATIONAL CONFERENCE

(16 - 18 May, 2001)

Hosted by Global Change Consultores Internacionais Associados, Lda., Lisbon, PORTUGAL

THE DISCOVERY OF THE LEARNING ORGANISATION:

The New Management Frontier

REGISTRATION FORM

5 EASY WAYS TO REGISTER

- return this form
- Tel: +32 (0)10 24.16.00
- Fax: +32 (0)10 24.79.73
- web: www.eclo.org
- email: info@eclo.org

Please complete in **block capitals**

(*Please complete these details as you wish them to appear on your Conference badge)

First Name*: Family Name*: Title*:

Job Title*:

Company / Organisation Name*:

Country*:

VAT No. (required for Belgian tax regulations):

Address:

Telephone: Fax:

E-mail: Mobile:

Please register me for the following (the fee includes all conference materials, refreshments, lunches and gala dinner)

- 200 euros Pre Conference Workshop 15th May 14:00 to 18:00
- 725 euros Conference Delegate E.C.L.O. Member
- 950 euros Conference Delegate E.C.L.O. Non Member
- 500 euros Single Day Entrance specify which day
- 150 euros Accompanying Persons Programme (cultural tour, transportation, lunch)
- 75 euros Accompanying Person Gala Dinner

Register 3 and get 10% discount on each enrolment
 contact the ECLO office at
 info@eclo.org

Payment by bank transfer or credit card. Payment must be made, in euros only, before the conference starts. If payment has not been received, a credit card number will be taken at registration time.

Bank Transfer

Banque Bruxelles Lambert
Boulevard de l'Europe
1300 Wavre, Belgium
Account number 340-1809684-90

Credit Card

Card type: Visa / MasterCard
Expiry Date:
Card Number:
Cardholder's Name (as it appears on the card):

Signature: Date:

Please return this completed registration form to (one form per person please):

E.C.L.O., Venelle des Lauriers, 8, B-1300 Wavre, Belgium - Tel/Fax +32 (0)10 24 16 00 Fax.: +32 (0)10 24 79 73

Remember to Book Your Hotel early !

CANCELLATIONS : Must be received in writing 30 days before the conference. Cancellations received after this date will be charged the full conference fee. Delegates may be substituted at any time if the change is received in writing.