

3RD ECRS SYMPOSIUM 2008

REPUTATION MANAGEMENT

OPPORTUNITIES AND CHALLENGES OF REPUTATION MANAGEMENT IN A GLOBALISED WORLD

OCTOBER 23 & 24 IN ROME





REPUTATION MANAGEMENT

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AGAINST THE BACKGROUND of global competition for capital, customer relationships, locations and “best brains”, many companies, cities, regions, and countries have long recognised that their reputation is crucial to success. Consequently, reputation management has become one of the most important and demanding tasks of corporate management and corporate communication.

How can reputation be built, measured and managed in the context of globalised markets and information flows? How does a company's reputation impact stakeholders around the world and what specific opportunities and challenges does globalisation present for successful reputation management? Twelve renowned lecturers from the field of science and experts with in-depth practical experience will address these issues during the 3rd ECRS Symposium 2008 and answer the participants' questions.

The Symposium serves as an information exchange and discussion platform for executives from communication departments of companies, associations, and organisations, as well as for PR professionals, journalists, and those responsible for country and city marketing. Experts from various fields and professions will explore the reputation concept and present practical solutions for successfully implementing reputation management in the context of global markets and issues.

Beyond communications

AN INTRODUCTION TO REPUTATION MANAGEMENT

AGAINST THE BACKGROUND of faster and more diverse information availability in a globally operating media society, largely saturated markets with mostly equivalent products and a global scarcity of qualified experts, it is no longer a matter of evidence for companies to retain employees and suppliers over the long term, to maintain the loyalty of customers and to convince investors to hold on to their shares for long periods of time.

The importance of reputation as an intangible corporate asset and a social orientation factor increases dramatically. This is due to the tension between the emancipation of customers and employees, on the one hand, and their lack of orientation due to a deluge of information and goods, on the other hand. This is because, for a long time now, product and price strategies have no longer been the only decisive factors in competition. Instead, the struggle to win the confidence of groups of stakeholders regarding a company's competence, integrity, and attractiveness has increasingly taken centre stage.

Already in 2001, Alan Greenspan had realised that: "Over time, and particularly during the last decade or two, reputation has become the most important corporate value".

REPUTATION ...

- ... strengthens customers' loyalty, facilitates recruiting and retention of skilled employees, improves access to the capital market, and serves as a magnet for investors.

- ... dispels the necessity of having to continuously monitor the actions of reputation bearers and, thus, diminishes the likelihood of governmental and public monitoring and control.

- ... creates trust and legitimises positions of power that enable reputable companies, politicians, scientists,

journalists and even countries to credibly address and impact strategically important topics.

Reputation can be measured

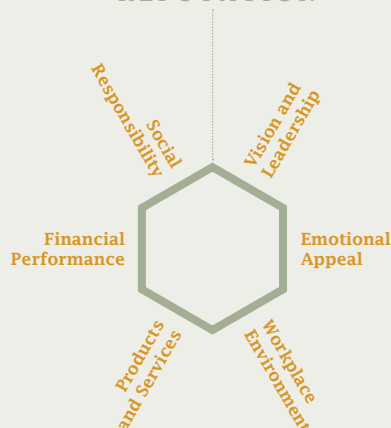
Today, corporate management attaches more and more importance to the value of reputation, because corporate reputation is no longer a "soft factor" that is hard to quantify, but a measurable indicator within the context of corporate management.

This indicator is also relevant to a company's performance: recent studies by the ECRS and the Ludwig Maximilians University of Munich compared the portfolio of the top 25% reputation leaders in Germany (according to a survey of the general public) with that of the DAX30 companies, the stock exchange index in Germany. Every company had the same weight and the portfolio was adjusted for every new ranking when needed. The results show that investments in the portfolio of the reputation leaders outperformed the stock index by up to 45%—at a lower risk.

How reputation develops and disintegrates

But what exactly is reputation, and how does it develop? According to the ECRS, the term "reputation" can best be understood as the sum of the expectations that the public—based on its direct or indirect experiences—places on the future behaviour of a company. Expectations that are fulfilled create trust, and trust, in turn, creates a positive reputation. The stakeholders' expectations can be differentiated: a company must fulfil the expectations regarding not only its functional competence (economic reputation), but also its integrity (social reputation). In addition, a positive reputation means that

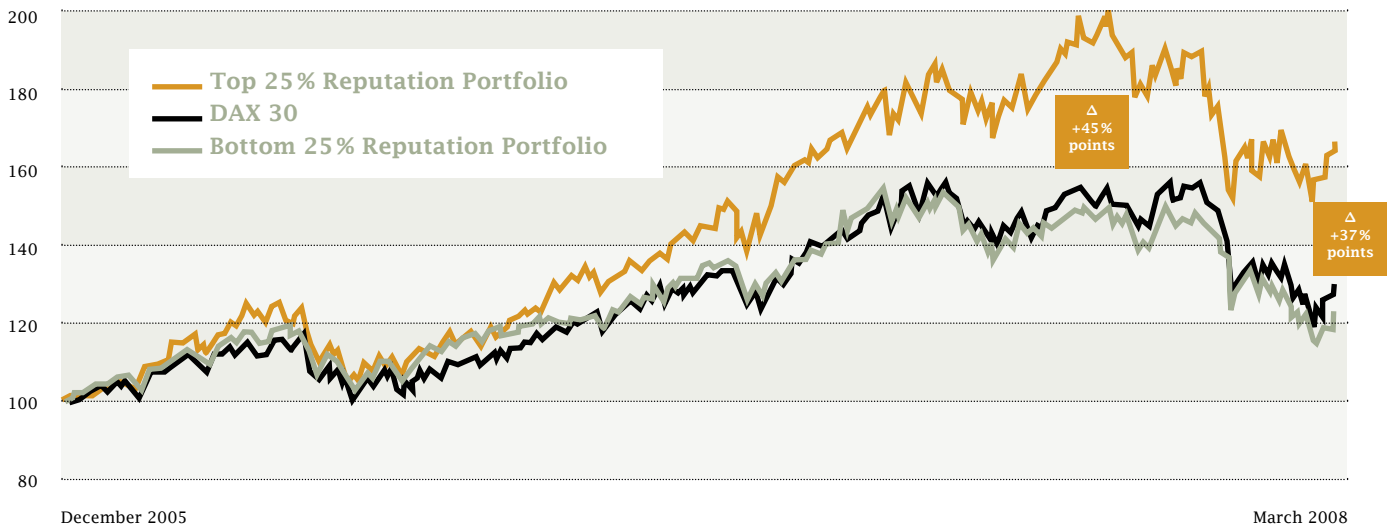
SIX DIMENSIONS OF CORPORATE REPUTATION



THE RISE OF THE INTANGIBLES

STUDIES HAVE SHOWN that intangible assets play an increasing role in the real value of a company. The New York University's Stern School of Business recently published its conclusion on the comparison between the book value and the market value of US companies. The results are astonishing: from only 5% twenty years ago, intangible assets came to represent 72% of companies' market value.

It was the rise of what would soon be known as "soft finance": financial departments all over the globe realised that the company's intellectual capital, brand-recognition or reputation were value-generating assets that could not be ignored.



the company must maintain a distinctive and emotionally appealing identity (expressive reputation). Consequently, reputation management is about adaptation (expectation management) and delimitation (identity management). If successful, the resulting positive reputation generates competitive advantages for the company.

Maintaining a balance between these three reputation dimensions is crucial. Current empirical studies show that—contrary to the prevailing opinion—too strong a social commitment or personalisation of the CEO may seriously threaten a company’s reputation.

Consequently, it is decisive for successful reputation management to find answers to the following questions:

- WHAT is the relationship between social and economic reputation?
- HOW does the degree of personalisation of a company in the news impact its overall reputation?
- WHICH topics have a decisive influence on the reputation of the industry, competitors, one’s own company?
- WHICH stakeholders have a decisive influence on public communication, and how do the stakeholders’ opinions impact a company’s reputation?
- WHAT is the relationship between a product’s image and a company’s reputation?

Successful reputation management in a globalised world

The Symposium will give concrete examples of how global reputation management can be put into practice. Amongst others, Anthony Baynes, Head of Public Affairs and External Communication at Coca-Cola Hellenic, will describe how he deals with the company’s global reputation challenges. Professor P. F. Alexander Ehlers will illustrate the handling of reputation risks in the health sector based on the example of a product recall. And Dr. Gerlinde Manz-Christ, Liechtenstein’s government spokesperson, will draw on the recent tax scandal to describe how countries, regions, and cities meet the challenge of active reputation management in the light of global competition for company locations, manpower, and investors.

The Board of Directors looks forward to your presence, to fascinating practical examples, new scientific findings and, particularly, to lively discussions.

THE BOARD
EUROPEAN CENTER FOR
REPUTATION STUDIES

The importance of reputation specifically was clear. A good reputation reduces costs when entering into new markets, influences regulators and local authorities, generates better employee retention and stakeholder relations.

If rightfully managed, a good reputation helps you prepare for a crisis and keeps you from facing it empty handed, as it helps you gain control and anticipate events and reduces the danger of boycotts and sale losses.

To communication professionals, of course, this came as no great news. But the possibility of measuring this intangible assets turned strategic communication into a central management task, giving Corporate Communication its rightful place in the decision-making chain.



PROGRAMME

THURSDAY, OCTOBER 23, 2008

3.30 p.m.

Admission and distribution of conference material

3.45 p.m.

Welcome

WOLFGANG WÄHNER-SCHMIDT, MODERATOR

BLOCK I: REPUTATION BETWEEN OPPORTUNITY AND RISK

4.00–4.30 p.m.

Reputation dynamics in a globalised world

Globalisation has far-reaching consequences for the logic applied to the establishment of a reputation in the economic sector. As, in the eyes of many, the world is converging, so, to the same degree, transformation processes are accelerating and change processes are also becoming relevant in very remote regions. This speech focuses on the impact of this increased complexity on reputation development in the economic world.

DR. MARK EISENEGGER, CO-DIRECTOR OF FÖG,
THE RESEARCH INSTITUTE OF THE PUBLIC SPHERE AND SOCIETY, ZÜRICH.

4.30–5.00 p.m.

**From stock-market favourite to scapegoat—
about the relationship between reputation and regulation**

In the past, every critical reputation crisis has led to the development of important regulation processes. It is very likely that the most recent financial crisis will also lead to stronger controls of the financial market in the foreseeable future. Regulation processes, in turn, influence the development of a company's reputation. These relationships reveal the importance of reputation in the context of global politico-economic framework conditions.

PROF. DR. HANS CASPAR VON DER CRONE, PROFESSOR OF PRIVATE AND ECONOMIC LAW,
UNIVERSITY OF ZÜRICH

5.00–5.30 p.m. Coffee Break

5.30–6.00 p.m.

Case Study: Reputation Management as Issues Management

In practice, reputation management is, above all, issues management. Strategically important contexts must be mastered as a prerequisite for securing and enhancing a good reputation. Jeremy Cohen explains how this is possible, and how social trends such as climate change can be exploited for successful reputation management.

JEREMY COHEN, FOUNDER AND CEO OF OPENHANDS CONSULTING AND FORMER HEAD OF
EXTERNAL AFFAIRS, SHELL RENEWABLE ENERGY AND BRAND MANAGEMENT

6.00–6.30 p.m.

**What's measurable gets done—
communication controlling as a prerequisite for successful reputation management**

A theoretical introduction and best-practice examples will illustrate how reputation management can benefit from systematic communication controlling.

DR. REIMER STOBBE, HEAD OF THE WORK GROUP COMMUNICATION CONTROLLING,
INTERNATIONAL CONTROLLER ASSOCIATION

PROGRAMME

6.30—7.00 p.m.

Case Study: Recall of products in the pharmaceutical and medical devices industry—an attack on reputation and sales

The health care sector is characterised by the fact that health, as such, can be ranked among society's highest goods. Therefore, it is an extremely sensitive market characterised by personal trust. Consumers', purchasers' and patients' trust can be permanently lost if problems occur. Therefore, a recall of drugs or medical devices is a serious threat for any company and can greatly compromise its reputation and existence. It will be shown which strategies can be pursued in the event of a crisis.

PROF. DR. IUR. DR. MED. P.F. EHLERS, FOUNDER AND MANAGING PARTNER OF THE EUROPEAN LAWYERS' CONFERENCE ON PHARMACEUTICAL AND HEALTH "CONFÉRENCE BLEUE"

8.00 p.m.

**Dinner speech: Between tradition and modernity:
The reputation of the Catholic Church in the 21st century**

The Catholic Church can rightly so be called the oldest global player in the world. With believers in a multitude of different countries and cultures, the Church must manage the balancing act between addressing those differences and keeping its identity. This challenge is growing ever more acute through globalization and new media, which enable the instantaneous spread of information throughout the world.

ABBOT PRIMATE DR. NOTKER WOLF, ORDER OF SAINT BENEDICT

FRIDAY, OCTOBER 24, 2008

BLOCK II: IMPACT OF REPUTATION ON STAKEHOLDERS

9.00 a.m.

Distribution of the conference materials and welcome
WOLFGANG WÄHNER-SCHMIDT, MODERATOR

9.15—9.45 a.m.

Recognition or rejection—how a company's reputation influences stakeholder behaviour

Professor Schwaiger will present the current results of the Corporate Reputation Monitor. In addition, he will point out the consequences that these reputation opinions have on corporate performance, and the actions that can be derived for reputation management.

PROF. DR. MANFRED SCHWAIGER, HEAD OF THE INSTITUTE OF MARKET-BASED MANAGEMENT,
LUDWIG MAXIMILIANS UNIVERSITY, MUNICH

9.45—10.15 a.m.

Case Study: Nuclear Energy: What can be done to turn around a bad reputation?

There is a renewed interest in nuclear energy from a number of countries in most continents. What are the factors that are making nuclear energy more acceptable? Karen Daifuku will explain the reasons for this evolution, both in terms of the changes in the perception of nuclear energy and the successful efforts made by industry and governments with respect to stakeholder engagement.

KAREN DAIFUKU, HEAD OF EXTERNAL RELATIONS AND PUBLIC AFFAIRS, OECD NUCLEAR ENERGY AGENCY

PROGRAMME

10.15–11.15 a.m.

The importance of corporate reputation in the global war for talents

For highly qualified talents, intangible resources and particularly a company's reputation have great impact on the decision to apply for a position. Successful communication management enables a company to positively influence its reputation and rise the interest of qualified applicants in working for it.

PANEL DISCUSSION WITH:

CHRISTOPHE DE CALLATAÏ, DIRECTOR OF THE ASSOCIATION OF EXECUTIVE SEARCH CONSULTANTS

PROFESSOR GRAEME MARTIN, DIRECTOR OF CENTRE FOR REPUTATION MANAGEMENT THROUGH PEOPLE, UNIVERSITY OF GLASGOW

TIM DE BOER, CEO PLEON NETHERLANDS

11.15–11.45 a.m. Coffee break

BLOCK III: REPUTATION MANAGEMENT IN A GLOBALISED WORLD

11.45 a.m.—12.15 p.m.

Case Study: Reputation Challenges in the Global Economy

Coca-Cola Hellenic represents Coca-Cola in 28 countries all over the world. An account on how to manage your reputation in different countries, continents and cultures and on how positive action can change a company's reputation.

ANTHONY BAYNES, HEAD OF PUBLIC AFFAIRS & COMMUNICATIONS, COCA COLA HELLENIC

12.15–12.45 p.m.

Case Study: Country reputation management: the Liechtenstein case

For a long time now, not only companies have been fighting for recognition and attention in a globalised world. Countries, cities, and regions have also begun to systematically measure and manage their reputation. The most recent tax scandal in Liechtenstein vividly shows the necessity for, and also the specific characteristics and challenges of professional country reputation management.

DR. GERLINDE MANZ-CHRIST, GOVERNMENT SPOKESPERSON, LIECHTENSTEIN

12.45–2.15 p.m. Lunch

2.15–2.45 p.m.

News Media and Corporate Reputation

Against the background of a globalised world with largely homogeneous media, reputation management has become a key topic for companies. Therefore the question of how the news media help shape and reshape corporate reputation becomes a crucial one to communication managers. Prof. Craig Carroll will explain a variety of influences on the production of business news and media reputation in order to strengthen corporate standing.

PROF. CRAIG CARROLL, ASSISTANT PROFESSOR, UNIVERSITY OF NORTH CAROLINA

S P E A K E R S



Karen Daifuku is Chief of Cabinet, Head of the Central Secretariat, External Relations and Public Affairs of the OECD Nuclear Energy Agency. She has nearly two decades of experience with the nuclear energy industry having also held posts with the European Atomic Forum in Brussels and Electricité de France, in Washington, DC.



Tim de Boer is CEO of Pleon Netherlands and a member of the European Management Team. With 20 years experience resulting from positions in sales, marketing and general management, his main area of expertise lies in employer branding and innovation marketing.



Christophe de Callatay is Director EMEA of the Association of Executive Search Consultants (AESC) in Brussels. Beforehand he worked as the Director of Communication of two leading EU business associations as well as within corporate communications of Solvay, Belgium's largest multinational pharmaceutical and chemical company.



Prof. Craig Carroll is Assistant Professor at the University of North Carolina. Before that, he conducted research at the Judge Business School in Cambridge as well as the Communication Centre of the Rotterdam School of Management as guest scientist. Craig Carroll is one of the pioneers of the agenda-setting theory.



Jeremy Cohen is the Founder and CEO of Openhands Consulting, Soapbox TV, thebridge.com, and Co-Founder and President of Smart Girls LLC. Following more than 10 years in senior corporate Brand and Communications roles in companies like Shell and Philips, he is a respected thinker and trend watcher in the areas of new media.



Prof. Dr. iur. Dr. med. Alexander P.F. Ehlers is a medical practitioner, a lawyer specialising in medical law, and Director of the Health Care Management Institute of the European Business School. He is one of the founders of the European Lawyers' Network "Conférence Bleue".



Dr. Mark Eisenegger is co-head of the Research Institute for the Public Sphere and Society (fög) of the University of Zurich, associate lecturer at the Universities of Zurich, Lugano, and Fribourg and member of the ECRS Board. Dr. Mark Eisenegger has specialised in organisational and corporate communication.



Dr. Gerlinde Manz-Christ has been head of the Department for Communication and Public Relations of the Principality of Liechtenstein in Vaduz since Autumn 2001. Before that, she was a diplomat with the Federal Ministry for Foreign Affairs for 15 years, working, among other places, in New York, Israel, and Senegal.



Dr. Graeme Martin is Director of the Centre for Reputation Management through People at the University of Glasgow. He is the lead author of several publications for the Chartered Institute of Personnel and Development (CIPD) and advises the Scottish Government on human capital strategy and HR strategy in the Scottish Healthcare sector.



Prof. Dr. Manfred Schwaiger is professor of business administration at the Ludwig Maximilian University of Munich (LMU), head of the Institute of Market-Based Management (IMM) and member of the ECRS Board.



Dr. Reimer Stobbe has been head of the work group for communications controlling at the International Controller Association since 2006. From 2004 until May 2008, he was responsible for planning and controlling in Corporate Communications at the Münchner Rückversicherung.



Prof. Dr. Hans Caspar von der Crone is a Professor of Private, Commercial and Corporate Law at the University of Zurich and Member of the University Executive Board. His practice focuses on Corporate and Commercial Law, Capital Market, and Securities Law and also includes International Arbitration.



Dr. Notker Wolf is Head Abbot of the Order of St. Benedict and, thus, spokesman of one of Christianity's oldest orders. Notker Wolf studied philosophy, theology and natural sciences. Notker Wolf regularly publicly voices his opinion on political issues and is a self-confessed rock musician.

Foto: Thomas Gampel



Anthony Baynes is Head of Public Affairs and External Communications of Coca Cola Hellenic. He joined Coca-Cola in 1990 and held senior positions in Asia before taking over the communication department at Coca Cola Hellenic, which acts as a Coca Cola representative for 28 countries.



MODERATOR Wolfgang Wähler-Schmidt has a long career in news journalism and media management. He has been Editor Europe for Reuters since 2004. He was a Director of Reuters Television from 2000 to 2004. He started his career as a correspondent in Germany and Switzerland and joined Reuters in 1983.

A B O U T S B M P



Wilfried Remans, Director of Corporate Communications, Fortis Bank



SBMP conferences attract the best in the field for real interactive learning



Karen Bergen, Fleishman-Hillard presents on Corporate Social Responsibility



Arindam Nag, a columnist for "The Skeptic", speaks on Financial Communications

ABOUT SBMP

The School of Business, Media, and Politics (sbmp) was founded in autumn 2006 in Brussels. It is an academy for professional training in Public Relations (PR) and Public Affairs, with the goal of raising professional standards across the field of communications.

It takes a broad and integrated approach to communications, engaging the subject from a pan-European perspective. Across its range of courses, seminars and workshops, it handles the entire spectrum of PR, from the most time-tested and established practices to the most recent and innovative.

The SBMP conferences bring together senior PR experts around one specific subject or discipline within the field of Corporate Communications. The programs are designed for high-level professionals with experience in corporate communication, therefore guaranteeing intense discussion, in-depth learning and productive interaction and networking. Past conferences handled for example Public Affairs, Financial Communications and Corporate Social Responsibility, the next SBMP conference will be dedicated to International Public Relations.

EXCERPT OF THE SPEAKERS:

- Arindam Nag** Senior Columnist, The Skeptic
- Claudio Murri** Director of Public Policy, Time Warner Europe Inc.
- Dr. Silvana Koch-Mehrin** Member of the European Parliament
- Dr. Hanns Glatz** Board of Management, DAIMLER AG
- Elaine Cruikshanks** CEO, Hill & Knowlton International Belgium
- Howard Chase** Director of European Government Affairs, BP
- Ian Bretman** Deputy Director, Fairtrade Foundation
- Jana Sanchez** Managing Director, CitySavvy
- Josep Catllà** CEO, Weber Shandwick Brussels
- Martina Bianchini** Vice President, EU Government Affairs and Public Policy, Dow Chemical
- Patrick Dunne** Group Communications Director, 3i
- Prof. Björn Bloching** Partner, Roland Berger Consulting
- Stephen Crisp** Director of European Affairs, British Telecom
- Wilfried Remans** Director Corporate Communications, Fortis Bank
- Caroline Dewing** Senior CR Communications Manager, Vodafone
- Etienne Davignon** President, CSR Europe
- Richard Howitt** Member of the European Parliament
- Roberto Zangrandi** Director of Corporate European Affairs, Enel
- Roger Cowe** Director, Context
- Daniel Schwammenthal** The Wall Street Journal Europe



Daniel Schwammenthal, Financial Times and Martina Bianchini, Dow Chemical



Participants come from different countries and fields in communication



Moderator with Prof. Thevissen, Louis de Schorlemer, Gallup, and Paloma Martinez, Ebay



Ian Bretman, Director, Fairtrade Foundation and Stephane Ouaki, EU Commission

EXCERPT OF THE PARTICIPANTS:

akkanto	Latvijas Mobilais Telefons SIA
Asahi Glass Co. Ltd.	Merck Serono International S.A.
BASF SE	Metro Group
Belgacom	Metso Corporation
British American Tobacco	Norges Røde Kors
British Telecom	Novo Nordisk
Burson-Marsteller BV	Panasonic Belgium
Ceská sporitelna, a.s.	Pirelli & C. Real Estate SpA
Chevron	Porter Novelli
Daf Trucks Belgium	Sace S.p.a.
De Lijn	Sanofi Aventis Group
De Nederlandsche Bank	SAS Danmark A/S
Deutsche Börse AG	Taylor Bennett
EDF Belgium SA	TeliaSonera Group
General Motors Europe AG	Temsa Europe N.V.
Grayling Global	Toyota Europe
Groupe Carrefour	Trimedia Benelux
Groupe La Poste	Unipetrol, a.s.
Hitachi Ltd.	Visa Europe
Innogenetics NV	Young Arab Leaders
International Olympic Committee	Zurich Financial Services

**PREVIEW:
“INTERNATIONAL PR”
OKTOBER 30/31, ISTANBUL**

The next conference organized by the SBMP, “International PR—New Markets for Communication” will take place on the 30th and the 31st of October in Istanbul.

It will address the challenges that arise from the internationalisation of Public Relations: As European companies conquer new markets inside and outside of Europe, corporate communication professionals have to learn how to plan a communication strategy for these markets, meet the expectations of new publics and adapt their tools to different environments.

The conference will be an unique opportunity to discuss European Public Relations, learn from the best in the field of international PR and discover how to turn the challenge of communication for the world into a success story. Workshops will give you a practical insight on the skills needed to communicate globally and outstanding speakers will reveal the secrets of successful international PR.

S E R V I C E

Registration

The registration fee includes participation in the whole programme, the conference documents and dinner and lunch buffet, as well as coffee breaks. Travel expenses and accommodation are not included.

A booking confirmation and an invoice will be sent to you after registration. Please remember to include your name in the description of the transaction when making a payment.

Cancellation is free of charge until 31 days before the conference: if you cancel until 14 days in advance, 50% of the participation fee will be refunded. Should you not be able to come to the conference, you can indicate another participant to take your place.

As the number of participants is limited, please be aware that your registration is only valid upon receiving a booking confirmation.

For questions on the programme and the conference please contact:

Rita Dantas
Conference Coordinator
rita.dantas@reputation-symposium.com

Symposium Reputation Management
Rue Philippe Lebon, 64
B-1000 Brussels
Tel +32 (0)2 219 22 90
Fax +32 (0)2 219 22 92

For questions regarding the organization of the event, please contact:

Miriam Schaarschmidt
Event Coordinator
miriam.schaarschmidt@reputation-symposium.com

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For registration queries, please contact:

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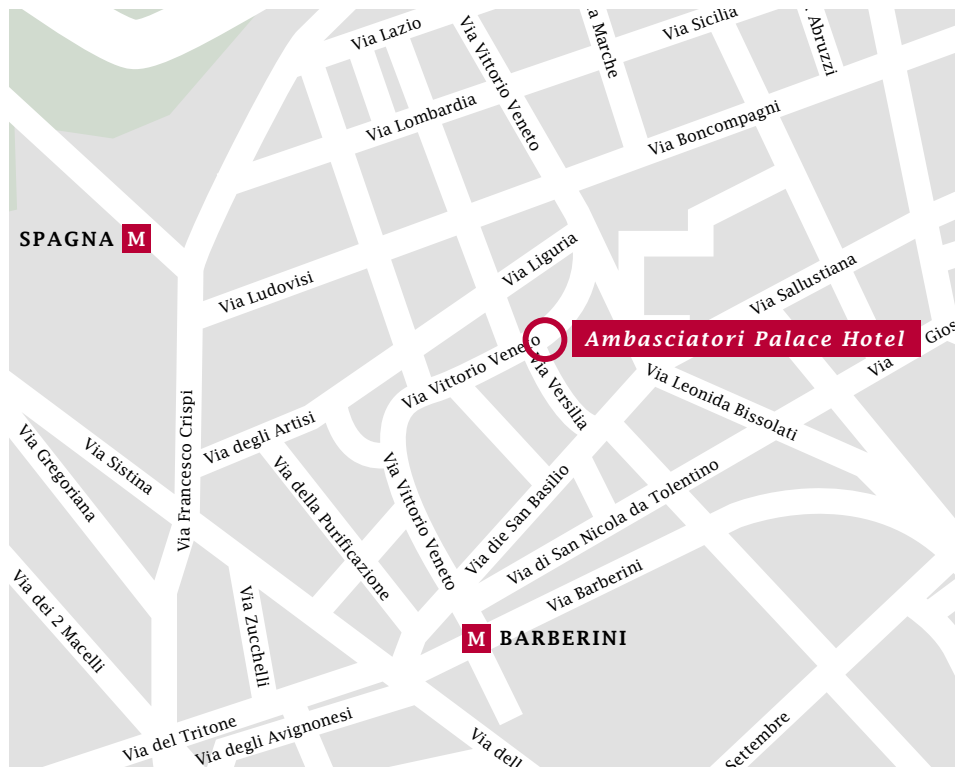


Location

Ambasciatori Palace Hotel
Via Vittorio Veneto 62
00187 Roma, Italia
www.ambasciatoripalace.com

Accommodation

For more information on accommodation options, please visit our website under
www.reputation-symposium.com



H O S T S



P R E M I U M P A R T N E R



M E D I A P A R T N E R S



P A R T N E R S



REGISTRATION

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25 % REDUCTION
FOR EACH MEMBERS

I would like to attend the Reputation Management Symposium on October 23th and 24th, 2008 in Rome.

I work as a Communication Director, Communication/PR Manager or Spokesperson for a company, association, NGO, in the field of politics or in a university. I am not a member of the European Association of Communication Directors and do not wish to apply for membership this time.

Conference fee: 1,270 Euro*

I am a full member of the European Association of Communication Directors **OR** I would like to become a full member of the European Association of Communication Directors (membership fee 140 Euro** per year) and hereby officially apply for full membership.

Conference fee: 952 Euro*

I will not be able to attend the Reputation Management Symposium.

Surname, First Name	
Date of Birth	
Employer	
Position	
OFFICE ADDRESS	Street
	Postcode, City
	Country
Office Telephone	Office Telefax
Office E-Mail	URL of the employer
BILLING ADDRESS	Street
	Postcode, City
	Country
VAT Number (if applicable)	
Date	Signature

* Included in the participant's fee is access to all parts of the conference programme, as well as meals and coffee breaks.

Prices do not include VAT.

** excl. VAT; please see conditions of membership on www.eacd-online.eu

*** All fields are mandatory