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## SCAN. CHAMBER COUNCIL MEETING, MAY 29th, 2025

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### RELEVANT DOCUMENTS

The appendices and documents listed below are of essential value for the understanding of this document.  
Document

No.	Document title
1.	20250529_Chamber_Council_Meeting.pdf

### INVITATION

Venue: Radisson Blu Olympia Hotel, 33 Liivalaia, Tallinn  
Time: May 29th, 2025; 15.30 – 17.30  
Invited: Council Members and Manager



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## AGENDA SCANDINAVIAN CHAMBER COUNCIL MEETING 29TH MAY 2025

	Time	Subject	Comment	Resp
1	15.30-15.32	Welcome and Opening of the Remarks		Peter
2	15.32-15.33	Election of Chair and Minute Taker		Everyone
3	15.33-15.33	Approval of the Agenda		Everyone
4	15.33-15.36	Review of Previous Meeting Minutes and Follow-Up items		Cecilia
5	15.36-16.21	Work Group Updates		Peter
6	16.21-16.54	Strategic Planning		Cecilia
7	16.54-17.01	Financial Overview		Cecilia,
8	17.01-17.05	Member Status & Update		Cecilia,
9	17.05-17.17	AGM Follow-Up		Jaanus
10	17.17-17.27	Event Planning & Upcoming Activities		Cecilia
11	17.27-17.28	Other Businesses		Peter
12	17.28-17.29	Action Points & Next Steps		Peter
13	17.29-17.29	Closing Remarks & Date for the Next Meeting		Peter

### PARTICIPANTS

1. Hans Magnar Aanansen (online)
2. Janar Sutt
3. Peter Thomsen
4. Veikko Toomere (online)
5. Kristiina Koel
6. Ksenia Bogdanova
7. Cecilia Linden
8. Jaanus Stern (online)
9. Ulrica Fors
10. Maarja-Maria Aljas

#### 6.1. Welcome and opening of the remarks

Peter Thomsen opened the meeting by welcoming participants and sharing recent updates. He highlighted the successful recent events organized by the Chamber and emphasized the goal of attracting more members. He also shared his experience representing the Chamber at the Beyond Borders, investment and security in the Baltics event in Riga, where the merger of the Scandinavian chambers was met with positive feedback from other Chambers in the Baltics.

#### 6.2. Election of Chair and Minute Taker

The council proceeded with the election of the Chair and Minute Taker for the meeting. Peter Thomsen was elected as Chair of the meeting, and Cecilia Linden was appointed as Minute Taker.



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### 6.3. Approval of Agenda

The Agenda for the meeting was reviewed by all council members and unanimously approved without changes.

### 6.4. Review of Previous Meeting Minutes and Follow-Up Items

Cecilia reviewed the key decisions and actions from the previous meeting, including:

- Maintaining inclusivity for Scandinavian and Estonian companies.
- Approval of the structured membership recruitment process and criteria.
- Progress on digital and print Chamber magazine.
- Finalizing AGM documentation and outreach templates.
- Social media strategy with a focus on Facebook and LinkedIn.

### 6.5. Work Group Updates

#### Membership and Benefits – Peter, Janar, Kristiina

Peter, Janar, and Kristiina presented draft membership guidelines. Key highlights:

- Defined levels: Individual, Small Business, Corporate, and Gold.
- Clarified acceptance and rejection procedures.
- Stressed that a paid invoice confirms membership rights.
- Proposed adjustments to the rejection criteria for ethical/business reasons.
- The updated guidelines will be revised and circulated for approval before publishing online.

#### Social Media – Ulrika, Ksenia, Cecilia

The SoMe team is working to increase LinkedIn and Facebook engagement. Ksenia has prepared questions for council members to build a content series, and only one response has been received. A similar questionnaire will be prepared for members in autumn.

#### Events – Cecilia

Cecilia noted the need for more council involvement in planning individual events and requested each member to participate in at least one event.

#### Member Outreach – Veikko, Janar, Hans

Cecilia and Hans are drafting an outreach email outlining chamber benefits and the joining process, to be followed by calls and meetings.

#### Scandinavian Business Awards – Kristiina, Cecilia, Peter

Cecilia informed the council that the Nordic Council of Ministers did not approve funding. Kristiina supported continuing the initiative regardless. A simplified nomination process will be developed, and selection criteria will be finalized by summer. The awards could be paired with another event.

#### ScandiScope – Cecilia

Cecilia presented the member magazine draft and called for short texts from the Chair and Vice Chairs. Approximately 300 copies will be printed for distribution at Tallink lounges and the airport.

#### Decisions:

The council agreed to finalize the revised membership level guidelines, including clear rules for acceptance and rejection. A monthly member update will be shared by the manager. Social media efforts will continue with a LinkedIn campaign—council members were reminded to submit their responses. Event planning will involve council members on a rotating basis. A structured outreach process (email → call → meeting) was confirmed. The Scandinavian Business Awards will proceed without external funding, with criteria and nomination forms to be prepared. The *ScandiScope*



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magazine draft was approved, and 300 copies will be printed before summer.

## 6.6. Strategic Planning

Cecilia introduced a slide to prompt discussion on the Chamber's strategic direction for the next 1–2 years. The aim was to gather input from the council and begin shaping a shared vision moving forward, now that the administrative side of the merger is under control.

The discussion highlighted several key themes. Peter emphasized that the Chamber should now focus on expanding its membership and aim to become the largest foreign business chamber in Tallinn. Ulrika suggested prioritizing fewer but more valuable events—offering deeper insights and better engagement for participants. Cecilia noted that while many hoped the merger would improve event attendance, challenges around low sign-ups and no-shows remain similar to those faced previously. The council therefore agreed that quality should take precedence over quantity, with a stronger focus on curated company visits and repeatable formats such as After Work gatherings and business breakfasts.

Hans added that members might benefit from having a regular, informal meeting place—such as a local venue where they can drop in and expect to meet fellow members, particularly useful for those visiting Tallinn only occasionally. Cecilia will explore this further.

To address late cancellations, the council supported implementing a no-show policy, with a reminder sent two days before each event and a fee charged for non-attendance without 24 hours' notice—even for Royal Members. Ulrika also proposed conducting a member survey to help identify which activities are most valued and should be prioritized in planning going forward.

### Decisions:

- The Chamber will prioritize **membership growth**, with the ambition to become the largest foreign business chamber in Tallinn.
- Future events will focus on **quality over quantity**, with an emphasis on **company visits**, **After Work gatherings**, and **business breakfasts** as recurring formats.
- A **no-show policy** will be implemented: members must cancel at least 24 hours in advance or face a fee, including Royal Members.
- A **member survey** will be conducted to assess which activities are most valued and to guide event and strategy planning.

## 6.7. Financial Overview

Cecilia presented the latest financial update for the Chamber. Overall, the budget remains tight but manageable. No unexpected costs have occurred, but the Chamber needs to remain cautious with spending and ensure that events cover their own costs whenever possible.

A significant concern discussed was the high number of **unpaid membership invoices**, which could indicate that several members may choose not to renew. Cecilia emphasized the importance of ongoing follow-up to secure these payments and maintain a stable financial base.

Kristiina mentioned that the Chamber's accountant had proposed placing part of the available funds into a **time deposit account** to earn interest and help preserve the organization's liquidity. The council agreed this was worth exploring. Cecilia and Maarja will look into possible options and report back with a recommendation at a future meeting.



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The financial situation underscores the importance of careful event budgeting, active follow-up on invoices, and a cautious approach to new spending commitments.

#### Decisions:

- Unpaid membership invoices will continue to be followed up actively to reduce the risk of cancellations.
- All events must be planned to **cover their own costs**.
- Cecilia and Maarja will **explore time deposit options** for the Chamber's funds and present recommendations to the council.

### 6.8. Member Status and Update

Cecilia provided an update on the Chamber's current membership status. While several new members have joined in recent months, a number of companies have also chosen not to renew their membership for 2025. The most common reasons cited for withdrawal were **economic challenges**, **internal restructuring**, or **no longer having active operations in Estonia**.

Cecilia emphasized that unpaid invoices remain a concern. In several cases, companies have not responded to reminders, and it remains unclear whether they intend to continue their membership. She will continue to follow up regularly with these members to clarify their status and encourage payment before final cancellations are made.

To maintain clarity and transparency, Cecilia will also begin preparing a **monthly report to the council**, listing both new members and those who have cancelled or failed to pay. This will help the council monitor trends and better understand shifts in the membership base.

The update reaffirmed the importance of a proactive approach in both attracting new members and maintaining engagement with existing ones.

#### Decisions:

- Cecilia will continue following up on unpaid invoices to prevent unnecessary cancellations.
- A monthly membership update will be shared with the council, listing new, cancelled, and unpaid memberships.

### 6.9. AGM Follow-Up

Jaanus provided an update on the status of AGM-related documentation and membership records. He confirmed that the **member list on the shared drive is now accurate** and reflects only the members who are considered active for 2025. At the time of the AGM, there were 124 members; however, following cancellations and non-renewals, the current number stands at **116 active members**.

This updated figure is important for quorum calculations. As a result, **58 votes** are required to meet the quorum for decisions made at the AGM, in line with the 50% rule.

Jaanus will finalize and upload all remaining AGM documentation—including protocols, participation lists, and signed annual reports—**by Wednesday, June 4**. Jaanus also reminded all council members that the annual reports from the three former chambers (prior to the merger) must also be signed and submitted within that timeframe. These will be archived and published to ensure transparency and compliance with the **Estonian Commercial Register (Äriregister)** requirements.

#### Decisions:



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- The **official member list** for 2025 is confirmed at 116 members, establishing **58 votes as the quorum** for AGM approval.
- **All AGM-related documents** must be finalized, signed, and uploaded to the drive **by June 4**.
- Annual reports from the three former chambers must also be submitted and archived.

## 6.10. Event Planning & Upcoming Activities

Cecilia presented an overview of the events planned for the remainder of the spring and gave an early preview of the autumn schedule. The council discussed the final preparations for Valdemarsdagen, which will take place on June 14th, and shared ideas for the Summer Party, though sign-ups remain lower than expected.

Looking ahead, it was proposed that the autumn season should officially begin with an After Work event during the Norwegian health delegation's visit to Tallinn, scheduled for August 24–27. This would be a good opportunity to reconnect with members after the summer and explore collaboration with visiting professionals.

The council also discussed the idea of combining the Christmas Dinner with the Scandinavian Business Awards and the Lutefisk dinner, creating a larger and more visible end-of-year celebration. Cecilia raised the idea of hosting a panel event related to the upcoming Estonian municipal elections, which could provide valuable insights for members and potentially attract public interest.

To support long-term planning, the council emphasized the importance of using data from the upcoming member survey to inform the autumn 2025 event calendar. Finally, the idea of co-hosting events with the chambers in Latvia and Lithuania was raised as a way to strengthen regional cooperation and expand the Chamber's network.

### Decisions:

- **Valdemarsdagen (June 14)** will proceed as planned.
- The **first autumn event** will be an After Work during the **Norwegian health delegation's visit (Aug 24–27)**.
- The Chamber will **explore combining the Christmas Dinner with the Scandinavian Business Awards and Lutefisk**.
- A **panel event focused on the Estonian elections** will be considered for the autumn.
- **Member survey results** will be used to guide the **2025 autumn event planning**.
- The Chamber will look into **co-hosting events with partner chambers in Latvia and Lithuania**.

## 6.11. Other Businesses

No additional items discussed.

## 6.12. Action Points & Next Steps

To ensure momentum and follow-through after the meeting, several key action points were confirmed. First, the **membership level guidelines** discussed under the Membership & Benefits working group will be finalized by Peter, Janar, and Kristiina. Once agreed upon via email, the document will be signed and published on the Chamber's website.

Cecilia and Hans will work on preparing the **outreach email** for potential new members, as part of the structured recruitment process. This will include clear information on the Chamber's purpose,



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benefits, and joining instructions.

The **ScandiScope magazine** remains a priority to complete before the summer. Chair and Vice Chairs are expected to send their short introductions, and Peter will follow up with the printing provider.

Cecilia and Maarja will explore **time deposit options** for Chamber funds and return with a proposal. Cecilia will also **continue following up on unpaid invoices** and maintain a **monthly update to the council** listing all new, cancelled, or pending memberships.

The **no-show policy** for events will be implemented, including a reminder email 48 hours before each event and a charge for late cancellations. Cecilia will communicate this clearly in future event invitations.

Finally, a **member survey** will be prepared and sent out before the summer break to gather input on preferred activities, event formats, and member priorities. The results will guide autumn planning and future strategy.

### 6.13. Closing Remarks and Date of Next Meeting

The next meeting is tentatively scheduled for August 25th or 26th. Cecilia will confirm the date and venue in due time